Defense Logistics Agency

DLSC Headquarters Career Guide

December 1999

DEFENSE LOGISTICS AGENCY
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IN REPLY
REFER TO
DLSC-BP

OCT 1 1999

MEMORANDUM FOR ALL DEFENSE LOGISTICS SUPPORT COMMAND
WORKFORCE

SUBJECT: Career Development

The past few years have been challenging for the DLSC community. The BRAC process and overall downsizing within DoD have forced us to combine supply centers, centralize distribution, re-design some of our basic business processes, and re-think the way we define jobs and careers. We have seen the evolution of our organization from headquarters staff element to a major command. As a result of these changes, we have achieved significant increases in productivity and have done an even better job of providing the military services the logistics support they need.

These changes would not have been possible without an extremely competent and professional workforce, capable of adapting to change and quickly learning new skills and business practices. The pace of change we have experienced is not likely to diminish in the future. The critical assets we must nurture to be successful in the midst of this change are people who continue to maintain their skill base while diversifying in new functional areas and developing the increased skills needed to work effectively in teams, adapt to new processes, and respond quickly and flexibly to our customers' requirements.

We publish this Career Guide as part of our commitment towards emphasizing the importance of career development. Our efforts are focused on achieving two goals. The first is to have our DLSC people grow and develop to their fullest. The second is to channel that growth and development into those areas most needed by DLSC to respond to our mission requirements. These goals are not mutually exclusive. Our success as an organization depends on the personal successes of each of us.

Each individual portion of our overall Career Guide Plan is designed to give information about career opportunities and requirements in various areas of DLSC. I encourage you to use this guide as fully as you can. Most of all, I encourage you to take your personal growth and development extremely seriously. Your future, and DLSC's, depends on it.

JEFFREY A. JONES
Deputy Commander

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Chapter 1. Introduction

Chapter 1
Introduction

Career Development Phases

DLA's career development efforts are being carried out in phases. The first phase was the *DLA Distribution Training Guide*, published in July 1996. The second phase was the *DLA Supply Center Career Guide*, published in December 1997. (Note: The Supply Guide is being updated in 1999). The third phase is this *DLSC Headquarters Career Guide*. Each of these career guides is described below.

♦ *DLA Distribution Training Guide*

This guide provides the DLA Distribution workforce with the core competencies associated with the major functions of a depot. By defining the core competencies for each of the major functions and identifying related training, employees are provided the basis for acquiring necessary skills and knowledge.

♦ *DLA Supply Center Career Guide*

This guide provides information on career paths, competencies and training for employees within DLA's Supply Centers. The purpose of the guide is to give employees and their supervisors the information they need to help plan career development activities within the framework of the DLA Supply Center Organization.

♦ *DLSC Headquarters Career Guide*

This guide provides information on career paths, competencies and training for DLSC Headquarters employees. The purpose of the guide is to give employees and their supervisors the information they need to help plan career development activities within the framework of DLSC Headquarters.

Chapter 1
Introduction

Career Guide Summary

This career guide provides career information to employees and their supervisors within the Defense Logistics Agency's (DLA) Defense Logistics Support Command (DLSC) Headquarters. The career guide provides career information for the following DLSC Headquarters directorates:

- Resource, Planning and Performance Directorate (DLSC-B)
- Customer Support and Readiness Directorate (DLSC-C)
- Information Systems and Technology Directorate (DLSC-I)
- Logistics Management Directorate (DLSC-L)
- Procurement Management Directorate (DLSC-P)

This career guide covers a variety of occupational series found at DLSC Headquarters, including:

- Environmental Protection Specialist Series, GS-28
- Employee Development Series, GS-235
- Miscellaneous Administration and Program Series, GS-301
- Miscellaneous Clerk and Assistant Series, GS-303
- Secretary Series, GS-318
- Office Automation Clerical and Assistance Series, GS-326
- Computer Specialist Series, GS-334
- Management and Program Analyst Series, GS-343
- Management and Program Clerical and Assistance Series, GS-344
- Logistics Management Series, GS-346
- General Engineering Series, GS-801
- Civil Engineering Series, GS-810
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- Equipment Specialist Series, GS-1670
- Quality Assurance Series, GS-1910
- General Supply Series, GS-2001
- Supply Program Management Series, GS-2003
- Inventory Management Series, GS-2010
- Distribution Facilities and Storage Management Series, GS-2030
- Packaging Series, GS-2032
- Supply Cataloging Series, GS-2050
- Traffic Management Series, GS-2130

Career Guide Summary (Continued)

The career guide provides the following career information:

♦ A career path map generic to all of DLSC Headquarters;

♦ Competencies required by all DLSC Headquarters personnel and those specific to the directorates; and

♦ Training available to help employees develop required competencies.

Purpose of the Career Guide

The purpose of this career guide is to give DLSC Headquarters employees and supervisors the information they need to help plan career development activities within the framework of DLSC Headquarters.

The career guide will help employees:

♦ Understand career opportunities available at DLSC Headquarters;

♦ Understand requirements that must be met in order to realize those opportunities; and

♦ Identify training and development activities that support career goals, through the Individual Development Planning (IDP) process.

The career guide will help supervisors:

♦ Counsel employees on career opportunities and requirements;

♦ Participate fully in the IDP process; and

♦ Utilize employees and their skill assets to meet mission requirements in the most effective way.

Career
Development
Resources

This career guide is only one component of DLA's career development program. In addition, DLA offers career services for employees and has in place a number of specific career programs.

Career Services:

The DLA Administrative Support Center Human Resources Office has knowledgeable employee development specialists who can:

- Answer questions regarding career opportunities and requirements;

- Counsel employees on career development strategies and approaches; and

- Assist employees in identifying the specific training or development programs needed to meet their objectives.

Career Development Programs and Information:

DLA offers several formal career programs that develop broad sets of competencies needed for a particular career. These programs are listed below. See your training coordinator for a more complete description of these programs.
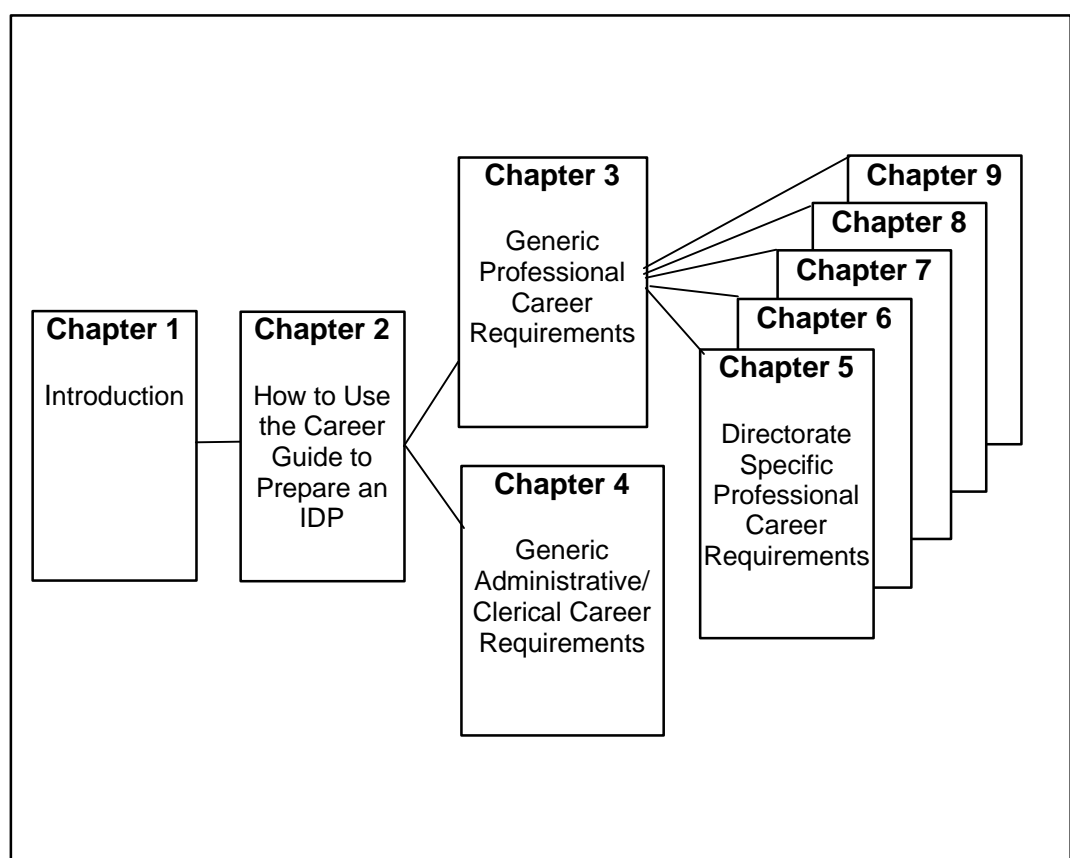
- Quality Assurance Career Program

- Defense Leadership and Management Program (DLAMP)

- Service Schools (e.g., ICAF and Army War College)

- Other executive development programs found in the DLA Executive Development Catalog

- Florida Institute of Technology (on-site, HQ complex)

- APICS (Logistics Training)

Organization of this Guide

This career guide is organized by the five DLSC Headquarters directorates. Professional employees across all directorates and series have certain generic responsibilities (e.g., analysis, policy development, project management, etc.). Therefore, the career guide is organized with generic career information first, followed by the specific career requirements of each directorate in subsequent chapters. Career information for administrative and clerical employees can be found in its own chapter.

The organization of the career guide is shown graphically below with a supporting narrative on the following page.

Chapter 1 Introduction	**Chapter 2** How to Use the Career Guide to Prepare an IDP	**Chapter 3** Generic Professional Career Requirements	**Chapter 9** **Chapter 8** **Chapter 7** **Chapter 6** **Chapter 5** Directorate Specific Professional Career Requirements
		Chapter 4 Generic Administrative/ Clerical Career Requirements	

**Organization
of this Guide
(Continued)**

Chapter 1- Introduction

Provides the purpose and a summary of the career guide, as well as, instructions on how to use the career guide and its organization.

Chapter 2 - How to Use this Guide to Prepare an IDP

Provides instructions on using the career guide as a tool to help prepare an IDP.

Chapter 3 - DLSC Headquarters Generic Professional Career Requirements

Provides information on general career movement through DLSC Headquarters. Provides information on competencies required of all personnel at DLSC Headquarters and training available to develop those competencies.

Chapter 4 - DLSC Headquarters Administrative/Clerical Career Requirements

Provides information on competencies required of all administrative and clerical positions at DLSC Headquarters and training available to develop those competencies.

Chapter 5 - DLSC-B Career Requirements

Provides information on competencies and training associated with DLSC-B.

Chapter 6 - DLSC-C Career Requirements

Provides information on competencies and training associated with DLSC-C.

Chapter 7 - DLSC-I Career Requirements

Provides information on competencies and training associated with DLSC-I.

**Organization
of this Guide
(Continued)**

Chapter 8 - DLSC-L Career Requirements

Provides information on competencies and training associated with
DLSC-L.

Chapter 9 - DLSC-P Career Requirements

Provides information on competencies and training associated with
DLSC-P.

Appendix A - Glossary

Provides definitions of key acronyms and terms.

Appendix B - Qualification Requirements

Provides information on qualification requirements that must be met
in order to move from one occupational series to another.

Appendix C - Course Descriptions

Provides descriptions of formal training courses referred to in this
career guide.

Appendix D - Training Index

Provides a complete listing of formal training courses, sorted by
training code and course title, referred to in the DLA career guides.

How to Use This Guide

Once you have familiarized yourself with how the career guide is organized, follow the steps below to help you plan your career development activities.

For professional positions:

Step 1. Review the DLSC Headquarters career path map in Chapter 3.

Step 2. Review the DLSC Headquarters generic professional competencies in Chapter 3. Determine which competencies you need to develop further.

Step 3. Review the related training in Chapter 3 and determine which training will enable you to develop these generic Headquarters competencies.

Step 4. Go to the chapter that provides information about your particular directorate (Chapters 5-9) or to another chapter if you are interested in switching directorates.

Step 5. Review the competencies specific to your career module. Determine which competencies you need to develop further.

Step 6. Review the related training and determine which training will enable you to develop these specific competencies.

Step 7. Prepare your IDP.

For administrative/clerical positions:

Step 1.   Review the DLSC Administrative/Clerical career path map in Chapter 4.

Step 2.   Review the DLSC Headquarters Administrative/Clerical competencies in Chapter 4. Determine which competencies you need to develop further.

Step 3.   Review the related training in Chapter 4 and determine which training will enable you to develop these competencies.

Step 4.   Prepare your IDP.

Note: **If you wish to move out of the Administrative/ Clerical field, it is recommended that you talk with a manager in the directorate and career module where you want to go and then talk with the DASC personnel office.**

Chapter 2. How to Use the Career Guide to Prepare an IDP

Overview   DLA requires that all permanent civilian employees complete an Individual Development Plan (IDP). The purpose of the IDP is to systematically assess the training needs of each employee and to plan for the completion of needed training. Primary responsibility for the IDP process rests with employees and their immediate supervisors, working together as a team. IDPs become part of the organization's Annual Training Plans that are used by each activity to plan and manage the overall training program. This step is not reflected in the diagram below.

The IDP process consists of four general steps:

Baseline Analysis

Skill Gap Analysis

Career Planning

Training Plan Development

The remainder of this chapter reviews each of these steps in greater detail and provides specific suggestions for using the career guide to help complete each step.

Baseline Analysis

The purpose of this step is to clearly understand the employee's current capabilities. To complete this step, employees should look back at their career and identify the following:

- ♦ *Educational background*, including degrees obtained and academic subjects studied.

- ♦ *Training activities*, including classroom courses, self-instructional activities, special assignments or on-the-job training.

- ♦ *Experience,* including jobs that have been held, outside activities and special accomplishments.

- ♦ *Personal interests*, including jobs or assignments that were especially rewarding.

The above information, taken together, will form a useful profile of an employee's career history and will help employees better understand their skills and interests. Employees should be sure to review this baseline information with their supervisors to get an additional perspective on their particular strengths and overall capabilities.

How the Career Guide Can Help

The career guide is not directly applicable to this step, except to the extent the framework of career paths, positions, competencies and training depicted in the career guide may help employees better understand their career history.

Skill Gap Analysis

The purpose of this step is to clearly identify the skills employees need in order to succeed in their current or planned positions and to compare employee skills against those requirements. The result is an improved understanding of exactly which skills employees need to develop further.

To identify skills required, the employee and supervisor together should review:

♦ *Position descriptions.* Position descriptions identify specific duties and responsibilities, as well as knowledge and skills required. Compare the employee's baseline of skills and capabilities against the requirements of the position description and identify gaps.

♦ *Performance Standards.* Performance standards identify specific outcomes an employee is expected to achieve. Compare these outcomes with the employee's baseline of skills and capabilities and identify gaps.

♦ *Competencies or Training Required.* This career guide identifies competencies and training required by DLSC personnel Headquarters-wide, as well as in specific directorates. Compare these requirements with the employee's baseline of skills and capabilities and identify gaps.

**Skill Gap
Analysis
(Continued)**

How the Career Guide Can Help

As mentioned above, the career guide can serve as a useful tool for completing this step. To complete this step using the career guide:

♦ Review the generic competencies for all DLSC Headquarters personnel described in Chapter 3 of the career guide.

♦ Find your current directorate in the career guide (Chapters 5-9) or another directorate in which you have an interest.

♦ Review the competencies described in the career guide for your directorate and identify those you need to develop further.

♦ Especially review the business and leadership competencies covered in Chapter 3. These cut across all directorates.

♦ Cross-reference all of these competencies to the training identified in the career guide to specify training courses that will help develop the competencies you require. You should also review mandatory and highly recommended training listed in the career guide to determine whether you have the skills and competencies these courses teach.

Career Planning   The purpose of this step is for employees to define their career goals and develop plans for achieving those goals. The supervisor and employee together should review the employee's aptitudes, interests and current skills, as well as DLA's future business plans and projected requirements. Together, the employee and the supervisor should identify both short-term and long-term goals that match the employee's interests and values and also are in sync with future DLA requirements and corporate values. To conduct career planning, employees and their supervisors should consider the following:

♦ *Short-term goals.* What are the employee's immediate career objectives over the next 3-5 years?

♦ *Long-term goals.* What are the employee's longer term career objectives beyond the next 5 years?

♦ *Personal values.* What are the employee's personal interests, aptitudes and values and how do they relate to career goals? Go back to the baseline analysis to help understand personal values.

♦ *Current skills and capabilities.* What are the employee's current skills and capabilities and how do they relate to career goals? Go back to the baseline analysis to help understand current skills and capabilities.

♦ *DLA career requirements.* What are DLA's current career requirements and how will those requirements be changing in future years? Use the career guide to better understand DLA's requirements. Again, pay special attention to business and leadership skills.

♦ *Practical constraints.* What barriers will need to be overcome in order to achieve career goals? Use the career guide to better understand possible barriers.

After answering these questions, employees and their supervisors should be able to construct an attainable career plan, covering a multi-year timeframe.

**Career Planning
(Continued)**

How the Career Guide Can Help

As mentioned above, the career guide can serve as a useful tool for completing this step. However, Headquarters is a constantly evolving entity. This guide cannot substitute for staying abreast of the organizational winds of change. You must be flexible and adaptive. This guide can give you ideas, but there is no concrete roadmap in our changing world. To use this career guide most effectively:

♦ Find your current directorate in the career guide (Chapters 5-9).

♦ Refer to the DLSC Headquarters generic career path map in Chapter 3. Compare this map with your career goals and with positions in other directorates.

♦ Review the competencies and training required Headquarters-wide, as well as those required by your directorate, and compare these requirements with your current baseline of skills. Assess the feasibility of developing the competencies required by these career options. Talk with your supervisor/manager about time and money constraints.

♦ Review remaining portions of the career guide to better understand DLA's future direction, possible constraints and additional career options. Look specifically at:

➤ Chapter 3, which provides a career path map, competencies and training relevant to all positions at DLSC Headquarters;

➤ Chapter 4, if applicable, which provides a career path map, competencies and training relevant to administrative and clerical positions at DLSC Headquarters; and

➤ Appendix B, which describes qualification requirements associated with major career changes.

**Training Plan
Development**

The purpose of this step is to prepare an IDP that helps address the skill gaps and career goals identified earlier in steps 2 and 3. The IDP form used by your activity will require specific information. At a minimum, you should identify the following:

♦ *Developmental objectives.* What are the specific developmental objectives you seek to achieve through your IDP? Objectives should be specific and clearly defined. They may include competencies you need to develop or tasks you need to perform.

♦ *Developmental activities.* What training or other developmental activities do you plan to complete in order to achieve these objectives? In addition to formal classroom training, consider other developmental activities such as new work assignments or special projects, structured on-the-job training, coaching and mentoring, shadowing assignments or self-instructional activities. Frequently, courses and seminars are on-line or are available through satellite downlinks. Open your training search to these possibilities.

How the Career Guide Can Help

The career guide provides extensive information on training courses and other developmental activities that may be appropriate for inclusion in your IDP.

Chapter 3. DLSC Headquarters Generic Professional Career Requirements

Overview   As the career path map below shows, employees in DLSC Headquarters come from a variety of backgrounds. They may come from another position at Headquarters, a position at a DLA field activity, a Military Service, another Federal agency, private industry or straight out of school. In most cases, employees come to DLSC Headquarters with basic technical skills that allow them to function as specialists in a specific area.

In order to progress in DLSC Headquarters, employees need to develop certain competencies (i.e., generic Headquarters competencies, multi-functional knowledge and skill and other specialized job skills). The development of these competencies provides the basis for moving from an Area Specialist Position to a Senior Specialist Position and on to a Management Position.

Career   Professional positions at DLSC Headquarters, regardless of
Path Map   directorate or series, follow the generic career path below.

Management
Position

Senior Specialist
Position

Area Specialist
Position

The following skills are needed to progress up the ladder:
- Generic Headquarters Competencies (to include business and leadership competencies);
- Multi-Functional Knowledge and Skill; and
- Specialized Job Skills.
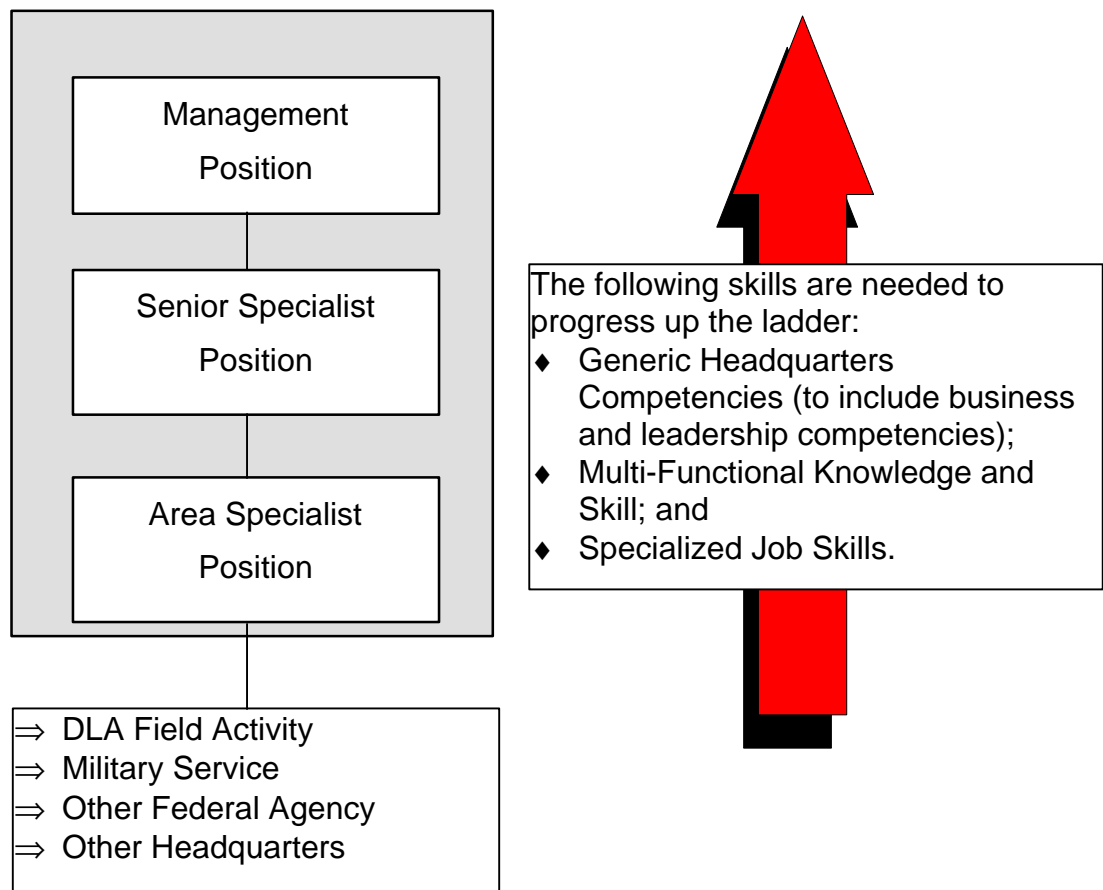
⇒ DLA Field Activity
⇒ Military Service
⇒ Other Federal Agency
⇒ Other Headquarters

Headquarters Competencies

All professional positions at DLSC Headquarters require certain fundamental competencies which are listed and described below. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies. In addition to these generic competencies, each DLSC Headquarters directorate may require additional, more specific competencies. These specific competencies and their related training can be found in Chapters 5-9 of this career guide.

The following leadership competencies are required by **all professional positions** at DLSC Headquarters, regardless of directorate or series. The competency model below is derived from the Office of Personnel Management's SES Competencies. Each leadership competency is arranged under its related SES core skill. A description of these core skills follows this matrix.

Leadership Competency	*Description*	*Training Code*
SES Core Skill: Building Coalitions/Communication		
Conflict Resolution/ Influencing and Negotiation	Resolves conflicts, confrontations and disagreements in a positive and constructive manner; when in adversarial situations, uses negotiation techniques to achieve positive results without unnecessarily damaging relationships. Persuades others; builds consensus.	EZ5, EZ7-15, EZ17-19, EZ21
Interpersonal Relations	Listens, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate; behaves in a courteous manner and treats others with respect regardless of their status or position.	EZ5, EZ7-15, EZ17-19, EZ21
Oral Communication	Expresses ideas and facts in a clear and organized manner to individuals or groups in a style, tone and level of detail appropriate to the audience and the occasion.	EZ5, EZ7-15, EZ17-19, EZ21
Organizational Awareness/Political Savvy	Knows how the formal and informal organizational systems work, including how to expedite things through these systems; understands how the job relates to the mission, goals and objectives of the organization; understands organizational priorities and policies and key organizational issues that affect the work unit.	EZ5, EZ7-15, EZ17-19, EZ21
Written Communication	Communicates facts, ideas and information in writing in a clear, succinct and organized manner that is timely and appropriate to the subject matter, purpose and audience; composes and creates documents such as E-mail, letters, directions, manuals, reports, proposals, graphs and flowcharts; checks, edits, and revises documents for correct information, appropriate emphasis, form, grammar, spelling and punctuation.	EZ5, EZ7-15, EZ17-19, EZ21

SES Core Skill: Business Acumen		
Financial	Prepares, justifies, and/or administers the budget for program	EZ5-6, EZ13-

Leadership Competency	Description	Training Code
Management	area; plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies; demonstrates broad understanding of principles of financial management and marketing necessary to assure appropriate funding levels.	14, EZ17, EZ19-20
Technology Management	Stays current and informed as to how and when to integrate automation or other technology into his/her job; uses efficient and cost effective approaches to integrate technology into the work place and improve program effectiveness; develops strategies using new technology to enhance decision making.	EZ5-6, EZ13-14, EZ16-17, EZ19-21
SES Core Skill: Knowledge of the DoD and Joint Service Principles		
Customer Relations/ Customer Service	Understands who the users of his/her service or products are; works and communicates with clients to anticipate and satisfy their needs and expectations; resolves clients' concerns efficiently and effectively; balances interests of a variety of clients.	EZ5-6, EZ8-10, EZ12-17, EZ19-20
External Awareness	Is aware of and up-to-date on issues, policies and positions of organizations external to DLA that affect the work unit's operation, especially key national and international policies and economic, political and social trends that affect the organization. Considering near- and long-range plans, determines how best to be positioned to achieve a competitive business advantage in a global economy.	EZ5-21
SES Core Skill: Leading Change		
Creative Thinking and Innovation	Puts aside preconceived notions; combines ideas or information in new ways; makes connections between seemingly unrelated ideas; reshapes ideas and problems in ways that reveal new possibilities; designs and implements new or cutting edge programs or processes.	EZ5-19, EZ21
External Awareness	Is aware of and up-to-date on issues, policies and positions of organizations external to DLA that affect the work unit's operation, especially key national and international policies and economic, political and social trends that affect the organization. Considering near- and long-range plans, determines how best to be positioned to achieve a competitive business advantage in a global economy.	EZ5-21
Flexibility	Adapts behavior and work methods in response to new information, changing conditions, unexpected obstacles and varying viewpoints; is resourceful in dealing with ambiguity and complexity.	EZ5-19, EZ21
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long-term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities.	EZ5-19, EZ21

Leadership Competency	Description	Training Code
SES Core Skill: Leading People		
Conflict Resolution/ Influencing and Negotiation	Resolves conflicts, confrontations and disagreements in a positive and constructive manner; when in adversarial situations, uses negotiation techniques to achieve positive results without unnecessarily damaging relationships. Persuades others; builds	EZ5, EZ7-15, EZ17-19, EZ21

Leadership Competency	Description	Training Code
	consensus.	
Cultural Awareness	Understands and respects diversity in people's personalities, needs, values, abilities and ethnic or racial heritage and adjusts accordingly; initiates and manages cultural change within the organization to impact organizational effectiveness; values cultural diversity and other individual differences in the work force; ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.	EZ5, EZ7, EZ10
Honesty and Integrity	Creates a culture of high ethical standards; demonstrates a sense of corporate responsibility and commitment to public service; instills mutual trust and confidence; recognizes when he/she is faced with making a decision or exhibiting behavior that may break with commonly held personal, organizational or societal values; understands the impact of violating these common values on the organization, self and others.	EZ5, EZ7, EZ10, EZ13-14, EZ17, EZ21
Team Skills	Inspires, motivates, and guides others toward goal accomplishments; works cooperatively with other team members and contributes to group solutions through constructive feedback, ideas and suggestions; facilitates the open exchange of ideas and information among team members; fosters shared leadership, builds trust among team members, and creates commitment to team goals.	EZ5, EZ7, EZ10, EZ21
SES Core Skill: Results Driven		
Customer Relations/ Customer Service	Understands who the users of his/her service or products are; works and communicates with clients to anticipate and satisfy their needs and expectations; resolves clients' concerns efficiently and effectively; balances interests of a variety of clients.	EZ5-6, EZ8-10, EZ12-17, EZ19-20
Partnering/ Marketing/ Entrepreneurship	Interacts with others inside and outside the organization to accomplish organizational goals by developing and maintaining networks to gather and share information, receive and provide support, solve problems, and develop new contacts; identifies opportunities to develop and market new products and services within or outside of the organization; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.	EZ5, EZ7-15, EZ17-19, EZ21
Problem Solving	Analyzes and solves work problems in an effective and timely manner; identifies and collects pertinent information and input from others; applies structured problem-solving methods to define the problem, determine specific causes, and generate appropriate solutions, using statistical or other quantitative techniques as needed.	EZ5-6, EZ7-10, EZ12-17, EZ19-21
Technical Competence	Establishes and maintains credibility in the organization by exhibiting technical competence in area(s) of responsibility; understands and can explain and apply the regulations, policies and program requirements appropriate to area(s) of responsibility; able to address training and developmental needs.	EZ5-6, EZ8-10, EZ12-17, EZ19-21
Other Generic Professional Competencies		

Chapter 3
DLSC Headquarters Generic Professional Career Requirements

Leadership Competency	Description	Training Code
Analytical Skills	Understands and interprets quantitative data and written information; discovers underlying rules and principles and uses these rules and principles to address issues, problems and new situations; uses logic to draw conclusions from available information or to determine which are correct when given a set of facts and a series of conclusions; organizes large amounts of information in summary form.	BG5, BH5, BF21, CL1
Briefing and Presentation Skills	Plans and delivers briefings and presentations with clarity and impact. Selects and designs media and visual aids that capture and hold attention. Handles questions effectively.	BG7, CL16, CZ9
Coaching/Mentoring	Identifies situations where coaching and mentoring contribute to the goals of the organization; develops or assists in the development of others through such activities as training, coaching, mentoring and sharing ideas and feedback; tailors these activities to the needs of a diverse range of people.	CL10, CL15
Commitment to Ethical Behavior	Personally adheres to all Federal, State and local laws, as well as government and organization regulations, rules and policies on ethical behavior; avoids impropriety as well as the appearance of impropriety.	CF5
Continuous Improvement Orientation	Measures or participates in measuring the quality of daily work; identifies problems with work processes; takes/supports necessary action to correct work processes; responsibly challenges existing processes and policies.	Contact local training office
Evaluation	Participates in evaluation of program performance and project accomplishments to assess overall program efficiency and effectiveness.	EL6, BF24
Facilitation	Plans and facilitates meetings and work group sessions in a manner that achieves the group's objectives; efficiently utilizes the group's talents and experiences and constructively manages group dynamics.	CG1
Leadership	Inspires, motivates, and guides others toward goal accomplishment; coaches, mentors, and challenges subordinates; adapts leadership styles to a variety of situations; models high standards of honesty, integrity, trust, openness and respect for the individual by applying these values to daily behaviors.	EL1, EL8, EO2 EO3
Policy Development and Oversight	Develops and maintains policies. Interprets policies and authorizes exceptions as appropriate.	Contact local training office
Program Management	Plans, tracks, manages, and reports the execution of programs, including associated resources and manpower, using established program management tools, techniques and software. Ensures timely completion of deliverables.	BG19, BG27
Project Management	Plans, tracks, manages, and reports the execution of projects, including associated resources and manpower, using established project management tools, techniques and software. Ensures timely completion of deliverables.	BG20, CL23
Resource Management	Acquires and administers human, financial, material and information resources in a manner which instills public trust and accomplishes the organization's mission; uses new technology to enhance decision making.	EZ20

Leadership Competency	Description	Training Code
Self Management	Displays high standards of attendance, punctuality, enthusiasm, vitality and optimism in approaching and completing tasks; gives attention to essential detail and follows work through to completion; is self-motivated and results-oriented; assumes responsibility for work and work products; takes pride in a job well done.	CN2, CF10
Supply Chain Management	Participates in ensuring the effectiveness and efficiency of the management of the logistics supply chain.	BO37, CA5
Time/Priority Management	Ranks activities in order of importance; allocates time to activities, and prepares and follows schedules to achieve results; deals with multiple tasks simultaneously and refocuses attention as priorities change; maintains a balance between personal life and the demands of work.	CF10, CF9

Chapter 3
DLSC Headquarters Generic Professional Career Requirements

The following table provides a description of the SES core skills found in the Headquarters Competencies matrix on the previous pages.

SES Core Skill	Description
Building Coalitions/ Communication	Ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. Ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.
Business Acumen	Ability to acquire and administer human, financial, material and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
Knowledge of the DoD and Joint Service Principles	Knowledge of the operational aspects of one or more of the Departments of the Army, Navy, Air Force or other Defense organizations.
	Ability to apply Joint service principles in planning, doctrine, coordination and communication. Knowledge of planning, doctrine, coordination, communication and training in support of a Unified Commander-in-Chief.
	Knowledge of the military aspects of the promotion of constitutional democracy and respect for human rights.
	Knowledge of emergency planning and preparedness, crisis management and defense mobilization.
Leading Change	Ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values and other factors. Inherent to this skill is the ability to balance change and continuity -- to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.
Leading People	Ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission and goals.
Results Driven	Accountability and continuous improvement. This skill includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

Chapter 3
DLSC Headquarters Generic Professional Career Requirements

The following business competencies are required by all professional positions at DLSC Headquarters, regardless of directorate or series.

Business Competency	Description	Training Code
Business Management	Knowledge of business and government law and the integration of business disciplines in the management of a system including: understanding manufacturing/ production operations, logistics, quality, contracting and transportation. Plan for the acquisition and deployment of needed equipment, supplies or services; oversee or participate in managing procurement of resources; and administration of contracts. Understand principles of industrial and public sector marketing.	BL5, CL4
Finance, Economics, Analysis	Understand how a market economy determines the relative prices of goods, factors of productions and allocations of resources, and the effect on the economy of the consequences of war, military personnel, military-industrial complex and disarmament. Knowledge of the material system life cycle cost estimates. Knowledge of accounting in Government Business Operations and in preparing and reconciliation of the budget. Adjust/ reallocate resources, prepare budget, and monitor expenses.	BL37, CF9
Information Systems	Understand and integrate technology including the Internet into the workplace. Plan and develop strategies using technology to manage and improve work efficiency, effectiveness and productivity.	BL2, BL4, BL31
Law and Public Policy	Knowledge of Federal and DoD laws, policies and politics which impact or influence decision making in DLA. Including understanding the general methods used in formulating and analyzing national defense policy, the impact of international issues on policy making and the role mass media plays in influencing American politics.	Contact local training office
Planning and Budgeting	Knowledge of GPRA (concepts, strategic and performance plan), and DLA and DoD POM and budget cycle. Set program/group goals and develop strategies and schedules to meet those goals. Organize resources and establish priorities, schedule and adjust work and resources in response to workload changes.	BG9

Chapter 3
DLSC Headquarters Generic Professional Career Requirements

The following matrix provides a linkage of business competencies to leadership competencies. The terms in italics provide further definition of that particular competency.

Business Competency	Leadership Competency
Business Management *(General Business, Business Law, Government, Logistics, Production, Quality, Supply, Contracting, Transportation and Marketing)*	Financial Management *(Managing Material Resources)*
Finance, Economics, Analysis *(Finance, Economics, Analysis and Statistics)*	Financial Management *(General Definition)*
Information Systems *(Computer, Internet and Information Technology)*	Technology Management *(Technology Management and Application)*
Law and Public Policy *(Regulatory Processes, Law, Public Policies and National Defense)*	External Awareness *(Maintaining Knowledge of DLA's External Environment)*
Planning and Budgeting *(GPRA, Strategic Planning, Benchmarking, Risk Management, Business Process Reengineering, Budgeting and Appropriations)*	Financial Management and Planning and Evaluating *(Planning, Programming and Budgeting)*

Related Training   The table on the following page lists training related to the generic professional DLSC Headquarters competencies described on the previous pages.

For each training entry, the following information is provided:

♦   *Code.* This is a code developed for the purpose of linking the training back to required competencies.

♦   *Training.* This is the title of the training course. A course number is provided where applicable. See Appendix C for a description of training courses referenced in this career guide.

♦   *Sponsor.* This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

♦   *Requirement.* This indicates whether the course mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Related Training   M=Mandatory
(Continued)   HR=Highly Recommended
                                                                 AN=As Needed

DLA Executive Development Program			
Code	*Training*	*Sponsor*	*Requirement*
Refer to the following website for more information on this program:			
cahnet.hq.dla.mil/CAHW/dlaexecdevprog.html			
EZ5	Defense Leadership And Management Program	CAHW	HR
EZ6	DoD National Security Decision-Making Seminar	CAHW	HR
EZ7	Leadership At The Peak	CAHW	HR
EZ8	Harvard University Senior Managers in Government	CAHW	HR
EZ9	DoD National Security Leadership Course	CAHW	HR
EZ10	FEI Leadership For A Democratic Society	CAHW	HR
EZ11	Brookings Institution Transatlantic Relations	CAHW	HR
EZ12	DoD National Security Management Course	CAHW	HR
EZ13	U.S. Army War College	CAHW	HR
EZ14	DoD Industrial College Of The Armed Forces	CAHW	HR
EZ15	Harvard University Senior Executive Fellows Program	CAHW	HR
EZ16	DoD Information Resources College Advanced Management Program	CAHW	HR
EZ17	U.S. Naval War College	CAHW	HR
EZ18	The Brookings Institution LEGIS Fellows Program	CAHW	HR
EZ19	DoD Executive Leadership Course	CAHW	HR
EZ20	Defense Resources Management Course	CAHW	HR
EZ21	USMC Command And Staff College	CAHW	HR

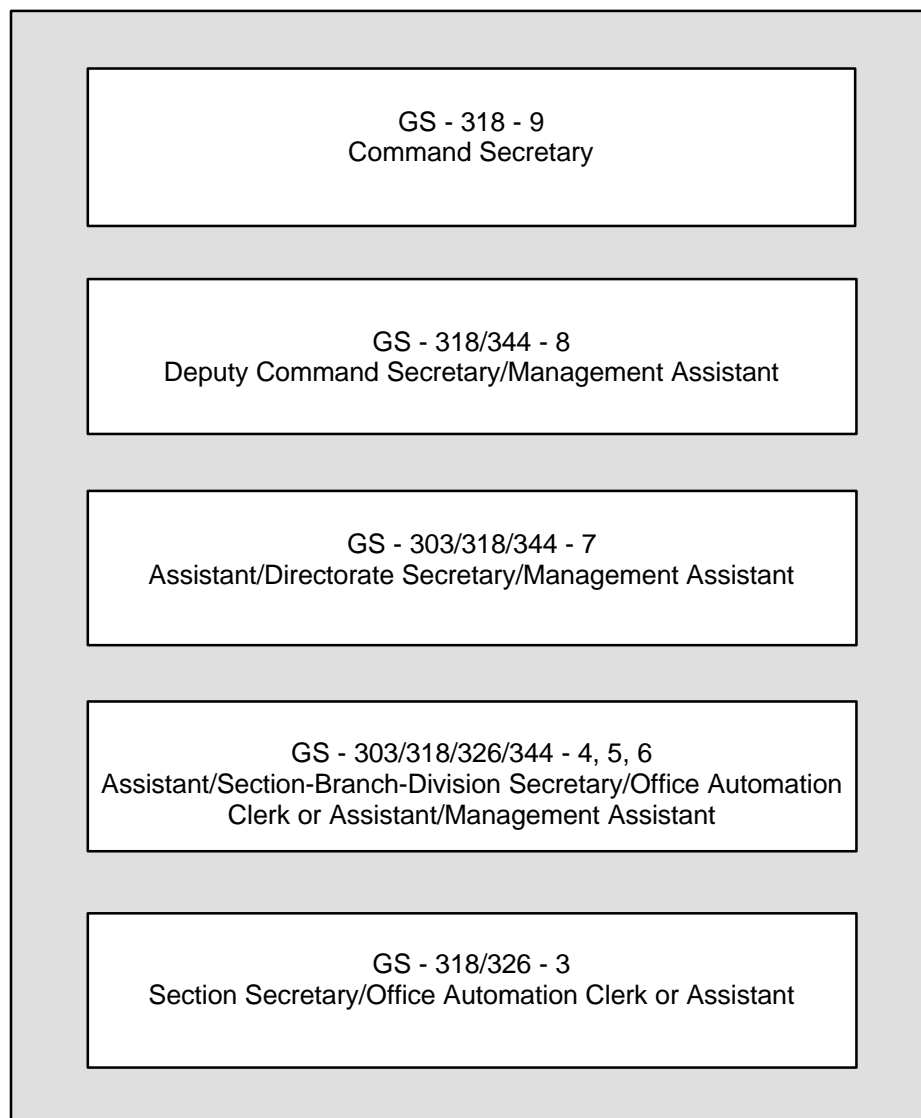# Chapter 4. DLSC Headquarters Administrative/Clerical Career Requirements

Chapter 4
DLSC Headquarters Administrative/Clerical Career Requirements

Overview   Administrative and clerical positions, with similar duties, are spread across all directorates in DLSC Headquarters. Therefore, the competencies for employees in administrative and clerical positions are listed on the following pages, rather than in the directorate-specific chapters.

**Career
Path Map**

```
┌──────────────────────────────────────────────────────────────┐
│                                                              │
│   ┌──────────────────────────────────────────────────┐       │
│   │              GS - 318 - 9                        │       │
│   │            Command Secretary                      │       │
│   └──────────────────────────────────────────────────┘       │
│                                                              │
│   ┌──────────────────────────────────────────────────┐       │
│   │            GS - 318/344 - 8                       │       │
│   │  Deputy Command Secretary/Management Assistant    │       │
│   └──────────────────────────────────────────────────┘       │
│                                                              │
│   ┌──────────────────────────────────────────────────┐       │
│   │          GS - 303/318/344 - 7                     │       │
│   │ Assistant/Directorate Secretary/Management Assistant│     │
│   └──────────────────────────────────────────────────┘       │
│                                                              │
│   ┌──────────────────────────────────────────────────┐       │
│   │        GS - 303/318/326/344 - 4, 5, 6             │       │
│   │ Assistant/Section-Branch-Division Secretary/Office Automation│
│   │   Clerk or Assistant/Management Assistant         │       │
│   └──────────────────────────────────────────────────┘       │
│                                                              │
│   ┌──────────────────────────────────────────────────┐       │
│   │            GS - 318/326 - 3                       │       │
│   │ Section Secretary/Office Automation Clerk or Assistant│    │
│   └──────────────────────────────────────────────────┘       │
│                                                              │
└──────────────────────────────────────────────────────────────┘
```

Administrative/ Clerical Competencies   The following competencies are required of administrative and clerical positions throughout DLSC Headquarters, regardless of directorate. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Competency *Series*	*303*	*318*	*326*	*344*	*Training Code*
Knowledge of:					
Analytical techniques				X	BF8
Basic quantitative and statistical methods				X	BF3
Clerical and administrative procedures	X	X	X		BF17, BF24, BF29, BF4
DoD, DLA and DLSC goals, concepts, systems and regulations	X	X	X	X	CZ5, BF23
Frequently used forms			X	X	OJT
General office automation software, practices and procedures; operation of the computer keyboard and basic application packages; other electronic office equipment such as telecommunications and copying equipment to support accomplishment of tasks			X	X	BF20, CZ7
Grammar, spelling, punctuation and required formats to recognize and correct errors in correspondence and reports	X	X	X	X	BF10, BF16, BF28, BF31
Office procedures, processes, methods and techniques applied by the specialists in the immediate organization	X	X	X	X	BF23
Organization and functions of the operating unit or units serviced	X	X	X	X	CZ5, BF23
Rules, procedures or operations applied to support functions	X	X	X	X	BF17, BF24, BF29, BF4
Skill in:					
Interviewing individuals to obtain facts or relevant information	X			X	BF8
Performing basic computations; using basic numerical concepts such as whole numbers and percentages in practical situations; using tables, graphs, diagrams and charts to obtain or convey information				X	BH4, CZ7
Preparing written material	X	X		X	BF10, BF11, BF28
Using computers to acquire, organize, analyze, store or communicate information in order to streamline work processes and improve organization's ability to meet its goals	X	X	X	X	BF22, CZ7

Ability to:					

Competency Series	303	318	326	344	Training Code
Apply or explain program procedures in assigned area(s) of responsibility	X	X		X	BF23
Conduct special studies				X	BF8
Determine the most appropriate means of gathering needed information and analyzing data; identify the need for data and obtain it from existing sources -- including automated sources such as E-mail, the Internet and electronic databases; evaluate data relevance and accuracy, and analyze information which is pertinent; organize and maintain written and/or computerized records and other forms of information in a systematic fashion				X	BF8, BF20, BF22, BF27, CZ7
Follow through on work efforts to resolve minor problems	X	X	X	X	BF7, BF9, CF5
Maintain files, route mail, and screen telephone calls and visitors	X	X	X		BF12, BF13, BF32
Participate in team activities within the organization	X	X	X	X	BG12, CF8, EZ1
Prepare recurring reports and documents	X	X	X	X	BF10, BF11, BF28, BF31
Process incoming or outgoing mail and/or systematically arrange records for storage or reference purposes			X	X	BF27
Request various types of personnel actions or services		X			Contact local training office

Related Training   The tables on the following pages list training related to the DLSC Headquarters administrative/clerical competencies on the previous pages. Training is listed under the following categories:

♦ *Core Training in Job Functions.* These are classroom courses that address the core job functions of the career.

♦ *Continuing Development Training.* These are classroom courses that address the job skills needed over the course of a career in order to improve job performance and broaden the skills base.

♦ *Leadership Training.* These are classroom courses that develop leadership skills needed by supervisory and management positions.

For each training entry, the following information is provided:

♦ *Code.* This is a code developed for the purpose of linking the training back to required competencies.

♦ *Training.* This is the title of the training program or course. A course number is provided where applicable. See Appendix C for a description of training courses referenced in this career guide.

♦ *Sponsor.* This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

♦ *Requirement.* This indicates whether the course is mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

	Core Training in Job Functions			
Code	Training (Course No.)	Sponsor	Requirement	Days
BF3	Basic Statistics *(43LV)*	USDA	HR	4
BF4	The Changing Role of the Executive Secretary and Administrative Assistant	AMA	HR	3
BF7	Creative Problem Solving *(45HB)*	USDA	AN	3
BF8	Data Collection and Analysis for Administrative Staff *(43FC)*	USDA	HR	4
BF9	Decision Making for Support Staff *(45AT)*	USDA	AN	2
BF10	DLA Correspondence	Contact local training office	HR	Varies
BF11	Effective Writing *(GEN00000S73)*	DCTED	HR	4
BF12	Excellence in Customer Contact *(S-AMEC-322)*	Synetics AMEC	HR	2
BF13	Files Maintenance	Contact local training office	HR	Varies
BF16	Grammar and Usage Workshop *(45DM)*	USDA	AN	3
BF17	How to be an Exceptional Administrative Assistant	Career Track	HR	Varies
BF20	Internet: Introduction	USDA	HR	1
BF22	Local automated systems (e.g., ATAAPS, SAMMS, DPACS, Registrar, MILSTRIP)	Contact local training office	HR	Varies
BF23	Overview of organization and office	Contact local training office	HR	Varies
BF24	Professional Secretaries Seminar *(45HQ)*	USDA	HR	1
BF27	Records Management	Contact local training office	HR	Varies
BF28	Report Writing *(45DD)*	USDA	HR	3
BF29	Residential Workshop for Administrative Support Staff *(45DR)*	USDA	HR	Varies
BF31	Successful Letter Writing (45DA)	USDA	HR	3
BF32	Telephone Service Skills (45CG)	USDA	HR	1
BG12	Jump Starting High Performing Teams *(52LS)*	USDA	AN	2
BH4	Basic Mathematics *(CMATH101S)*	USDA	AN	Self-Study

Continuing Development Training

Code	Training (Course No.)	Sponsor	Requirement	Days
CF5	Ethics and Standards of Conduct	DLA	M	.75
CF8	Interpersonal Communications *(45AS)*	USDA	HR	2
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2
CZ7	Software Applications (e.g., Microsoft Word, Excel, Access, PowerPoint, Exchange, Scheduler, Project, Form Flow, PerformPro, Harvard Graphics, Corel Draw, ClipArt)	Contact local training office	HR	Varies

Leadership Training			
Code	Training (Course No.)	Sponsor	Requirement
EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13

Chapter 5. DLSC-B Career Requirements

Chapter 5
DLSC-B Career Requirements

Summary

This chapter covers positions in the Resource, Planning and Performance Directorate (DLSC-B). The predominant series in DLSC-B are listed below.

Note: Although other series are represented, the functional knowledge in those series is not an essential requirement for work in this directorate.

- Computer Specialist Series, GS-334
- Management and Program Analysis Series, GS-343
- General Engineering Series, GS-801
- Fire Protection Engineering Series, GS-804
- Civil Engineering Series, GS-810
- Mechanical Engineering Series, GS-830
- Electrical Engineering Series, GS-850
- Industrial Engineering Series, GS-896
- Equipment Specialist Series, GS-1670
- Supply Program Management Series, GS-2003
- Inventory Management Series, GS-2010
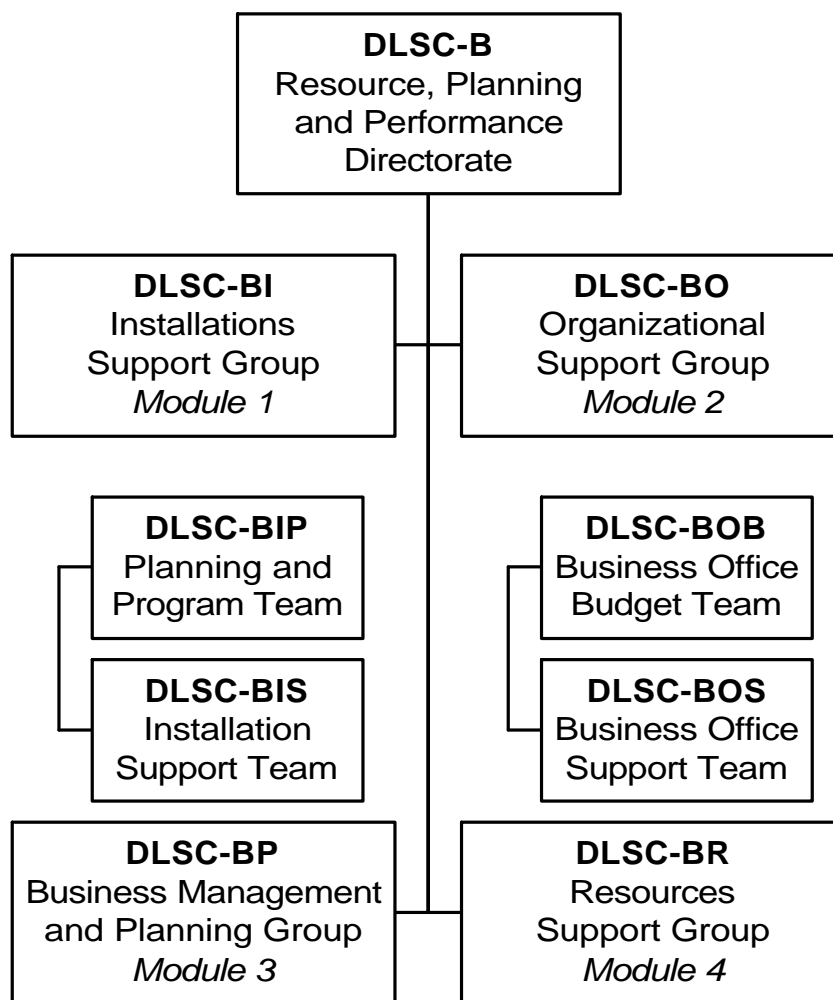- Distribution Facilities and Storage Management Series, GS-2030

DLSC-B is responsible for providing assistance, guidance and oversight in the development and application of DLA strategic planning, performance goals, assessment-related measures (i.e., metrics), resource planning, programming and execution, installation management, workforce development, base realignment and closure and organizational support issues.

Organization and Career Modules

The diagram below shows how DLSC-B is organized into groups and teams. The career module numbers displayed are explained on the pages that follow.

```
                    ┌────────────────────────┐
                    │        DLSC-B          │
                    │   Resource, Planning   │
                    │   and Performance      │
                    │     Directorate        │
                    └────────────────────────┘
                                │
        ┌────────────────────────┐   ┌────────────────────────┐
        │       DLSC-BI          │   │       DLSC-BO          │
        │     Installations      │   │    Organizational      │
        │    Support Group       │   │     Support Group      │
        │      *Module 1*        │   │      *Module 2*        │
        └────────────────────────┘   └────────────────────────┘

            ┌────────────────────┐       ┌────────────────────┐
            │     DLSC-BIP       │       │     DLSC-BOB       │
            │    Planning and    │       │   Business Office  │
            │   Program Team     │       │    Budget Team     │
            └────────────────────┘       └────────────────────┘

            ┌────────────────────┐       ┌────────────────────┐
            │     DLSC-BIS       │       │     DLSC-BOS       │
            │    Installation    │       │   Business Office  │
            │   Support Team     │       │    Support Team    │
            └────────────────────┘       └────────────────────┘

        ┌────────────────────────┐   ┌────────────────────────┐
        │       DLSC-BP          │   │       DLSC-BR          │
        │  Business Management   │   │      Resources         │
        │  and Planning Group    │   │    Support Group       │
        │      *Module 3*        │   │      *Module 4*        │
        └────────────────────────┘   └────────────────────────┘
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Career Modules   DLSC-B is divided into four main career modules, each with
                       different functions as described below.

Module 1: DLSC-BI

♦ Responsible for the Military Construction (MILCON) program,
   non-ADP capital equipment program, retail supply and property
   accountability, real property maintenance program and facility
   master planning.

♦ Develops and implements installation policies and procedures.

♦ Assists in the provision of the business and economic analysis
   for installation decisions to include: resource allocation and
   compliance assurance for installation (retail) supply and
   equipment procurement, property accountability, operation and
   maintenance, facility master planning, real estate and space
   management, family housing operation and maintenance,
   morale and welfare program facilities support, military
   construction and real property maintenance activities (utilities,
   minor construction, maintenance and repair of real property)
   and other engineering support programs.

Module 2: DLSC-BO

♦ Responsible for providing budgetary management,
   administrative guidance, civilian personnel administration and
   consolidated and coordinated administrative support related to
   common functions for all of DLSC, including DLSC Field
   activities, as appropriate.

♦ Advises on DLSC organizational operations to include
   personnel resource management, review and analysis and
   administrative policies, procedures and processes.

♦ Executes assigned management control and special
   requirements involving multiple business areas.

♦ Provides ongoing organizational development and analysis to
   ensure that the DLSC organization is functioning in the most
   effective and efficient manner.

**Career Modules
(continued)**

♦ Evaluates and assesses the performance of HQ DLSC and Field Operating Activities (FOAs) in the execution of their mission to efficiently and effectively support DoD customers in accordance with the DLA and DLSC strategic vision and related goals and objectives.

♦ Responsible for business management functions for Supply activities; develops operating budgets and negotiates cost goals; integrates the budget requirements for the Field and HQ activities.

Module 3: DLSC-BP

♦ Develops, implements, and continually improves plans, programs, policies and procedures for the DLSC business area processes related to business development and performance measurement.

♦ Develops the DLSC Strategic Plan and long- and short-term business plans.

♦ Assists in implementing all PLFA actions for BRAC; acts as a focal point for all queries related to DLA BRAC implementation actions.

♦ Develops, implements, and manages the DLSC workforce development initiatives including functional aspects of basic technical and professional training and the career development paths of the DLSC workforce.

♦ Serves as the focal point for DLSC requirements for DLA's corporate supervisory/executive training programs administered by CAH.

**Career Modules
(continued)**

Module 4: DLSC-BR

♦ Develops, implements, and continually improves plans, programs, policies and procedures for the DLSC business area processes related to business planning and resource management.

♦ Develops the Program Objectives Memorandum (POM) for DLSC.

♦ Develops operating budgets; submits related documentation; and negotiates unit cost goals.

♦ Evaluates and assesses the performance of PLFAs in the execution of their mission to effectively and efficiently support DoD customers.

Chapter 5
DLSC-B Career Requirements

Competencies Specific to DLSC-B

Listed below are specialized competencies required for the various career modules in DLSC-B. These competencies are needed in addition to the generic professional Headquarters competencies discussed in Chapter 3 of this guide. Competencies may include knowledge, skills, or abilities. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Module 1: DLSC-BI Competencies	Training Code
Knowledge of:	
❑ Advanced concepts, principles and practices of one or more of the following engineering fields: mechanical, industrial, chemical, environmental, structural, planning, fire protection, petroleum, civil and or electrical	BO19, Contact local training office
❑ Computer databases, programming, operating systems, networking and applications as they relate to the design, development, implementation and operation of facilities engineering management information systems	BM11, BO7, BO39, BO40, BO35
❑ Concepts, principles and practices of master planning and facility maintenance and repair	BO15, BO16
❑ Construction and engineering design	Contact local training office
❑ Life cycle economic analysis evaluation methods	Contact local training office
❑ Real estate and space management principles, concepts and methodology	BO36
❑ Specific DoD and DLA milestones for the preparation and submission of Military Family Housing (MFH), MILCON and Real Property Maintenance Activities (RPMA) program documents in the annual agency budget	OJT
❑ Statutory requirements, DoD and Agency regulations related to the MFH, MILCON and RPMA programs and to real property inventory management	OJT
Skill in:	
❑ Developing, editing, and compiling staff positions, analyses and reports for the MFH, MILCON and RPMA programs	Contact local training office
❑ Ensuring the efficient and effective utilization of Agency Real Estate assets	OJT
❑ Ensuring the Real Estate and Administrative Space Management programs are consistent with installation master planning and MILCON program goals and projects	OJT
❑ Managing fire suppression aspects of the PLFAs with fire departments	BO19, OJT
❑ Performing and/or assisting in the preparation of specific site studies to determine that the Real Estate holdings of DLA support the assigned missions	BO27, CO5, CZ1, OJT
❑ Preparing a wide range of management reports, correspondence and programming documents	BF28, BF11

Ability to:	
❑ Analyze documents and develop trends to be used in performing broad	Contact local

Module 1: DLSC-BI Competencies	Training Code
administrative planning, scheduling and coordinating of the Real Estate and Administrative Space Management programs and resources	training office
❏ Develop and implement guidance on the Agency's Planning, Programming, Budgeting and Execution System for the MFH, MILCON and RPMA programs	OJT
❏ Develop new approaches to and assimilate the latest developments in master planning and professional engineering fields (e.g., mechanical, electrical) and incorporate them into technical guidance	OJT
❏ Evaluate the effect of new or modified legislation or regulations on the MFH, MILCON and RPMA programs	OJT
❏ Manage development, submission and execution of assigned PLFA's RPMA programming documents in the annual agency budget and support the Energy Resource Management program for the Agency	BG9, BG2
❏ Oversee resource allocations, applications and implementation of policies for assigned programs	BG1, BO23, EZ20, BO31
❏ Provide program oversight and assistance to PLFA commanders in program development	OJT
❏ Review and evaluate master plan studies and proposals, preliminary engineering reports and related design drawings and specifications on all aspects of proposed maintenance, repair and/or construction projects	Contact local training office

Module 2: DLSC-BO Competencies	Training Code
Knowledge of:	
❏ Automated materiel handling systems	BF22
❏ Basic objectives and policies governing performance goals and objectives of the distribution/supply management functions	BO14, BZ2, BA2
❏ Basic principles, concepts and methodology of the distribution function	CZ5, BO14, BA3
❏ DoD distribution program	BA3, BO10, BO14, CZ5
❏ Field activity organizational responsibilities and relationships, particularly in the field of materiel management	CZ5, OJT
❏ Specialized methods and techniques to analyze and evaluate the effectiveness and efficiency of depot programs and operations	BI4, BO27, CO5
❏ Standardized processes and procedures for evaluating management operations	Contact local training office
❏ Supply and distribution guidelines, regulations and precedents	BA3, BZ2, BO14, BA2
❏ Supply depot automated information systems (e.g., DWASP/SDS/NISTARS/ SC&D)	BF22, BI4
❏ Supply management and various logistical support functions including procurement, supply, transportation, storage, materials handling and warehouse mechanization	BA2, BZ2, CZ5
❏ Well-established and commonly applied distribution principles, concepts and methodologies in storage/distribution operations	BA3, BO14

Skill in:	
❏ Applying basic data gathering and investigative methods, such as surveying techniques, to collect various types of factual information and evidence of impact on directorate operations and management	BO27, CO5, BG5

Module 2: DLSC-BO Competencies	Training Code
Ability to:	
❏ Provide depot information, reports and services	BI4, OJT
❏ Recommend actions to eliminate problems involved in delivering services to depot customers in implementing policies	OJT
❏ Research and investigate new or improved business and management practices for application to Directorate programs and operations	CO5, CH1
❏ Review documents to assess potential directorate implications and areas of concern to the directorate	OJT
❏ Trace sequences of transactions to resolve questions	OJT
❏ Weigh the impact of variables such as cost, existing policies and procedures, data processing requirements and other issues that influence the course of action taken	BH8, DO1

Module 3: DLSC-BP Competencies	Training Code
Knowledge of:	
❏ Administrative laws, rulings, regulations and precedents applicable to base closure, privatization of government functions and base transition and associated economic reinvestment programs	Contact local training office
❏ Automated information systems used at DLA Inventory Control Points (ICPs), Service Centers and Distribution Depots	BI4, BA3, BF22
❏ Comprehensive picture of materiel management and the entire Agency	CZ5, BA2, BI4
❏ Customer satisfaction measurement techniques and how to translate and integrate those measurements into strategic goals	Contact local training office
❏ DLA Inventory Control Points, Service Centers and Distribution Depot procedures and regulations	BA3, BI4, BO14
❏ DLA logistics and information systems	BF22
❏ DoD and DLA strategic planning, policy, programs, systems and guidance	OJT
❏ DoD long range plans, POM, Future Year Defense Plan (FYDP), etc. in order to develop distribution goals, objectives and operating budgets	OJT
❏ DoD, Military Service and Agency missions, program goals and objectives, the sequence and timing of key program events and milestones and methods for evaluating the world of program accomplishment relating both specifically to materiel management and the overall DLA mission	Contact local training office
❏ Materiel management and the various logistical support functions including acquisition, inventory management, distribution, transportation, reutilization and disposal	BA2, CZ5, BO14, BZ2
❏ Methods of evaluating the worth of program accomplishment relating to closure, privatization and transition efforts and related coordination and facilitation requirements	BG4
❏ Military Services supply operations and their unique terminology	Contact local training office

Knowledge of: (continued)	
❏ Philosophies of leading theorists in organizational development, education, training, etc., in order to incorporate and facilitate the integration of research into work force development efforts	Contact local training office
❏ Relationships with other programs and key operational and support functions within the Agency and DoD	CZ5, OJT

Module 3: DLSC-BP Competencies	Training Code
❏ Supply depot automated information systems such as DWASP/SDS/ NISTARS/SC&D/DSS	BF22
❏ Supply depot operating policies, procedures and regulations	BI4, OJT
❏ Supply management and the various logistical support functions including procurement, supply, transportation, storage, materials handling and distribution and warehouse mechanization	BA2, CZ5, BO14, BZ2
❏ Supply management standards, principles and new developments and commercial business trends	BZ2, BA2
❏ Techniques to conduct studies, inspections and other fact-gathering activities, e.g., surveys, research of all pertinent reports, policy/procedural and other relevant material	BO27, CO5, BG5
Ability to:	
❏ Apply a wide range of qualitative and/or quantitative methods for assessment of issues, development of solutions, and removal of impediments to the completion of a comprehensive strategic plan for materiel management and/or base closure, privatization and base transition programs	BF3, BG5, BI3, BG4, , BO17, BO27, CZ1
❏ Direct or perform new studies of complex management problems	BG18
❏ Evaluate current processes of DLA logistics and information systems; identify potential new applications; and eliminate non-value added applications	Contact local training office
❏ Integrate the requirements of PPBS and Government Performance Results Act (GPRA) and translate Supply Management strategic goals into the PPBS and GPRA documentation	DO1, BH17
❏ Perform research	CO5, BO27, BG18
Leadership Skills:	
❏ Adapting to an ever-changing work environment in order to market innovative improvement concepts, resolve conflicts, and respond to changes in development	EO2, EO3
❏ Planning, leading, organizing, and accomplishing efforts to convey senior management's views of material management's plans, mission, vision and goals	DO1, EO2, EO3, EZ1
❏ Planning, organizing, and negotiating effectively with management to accept and implement recommendations where proposals involve substantial Agency resources, require extensive changes in established procedures or may be in conflict with the desires of the activity involved	CG4, OJT
Business Skills:	
❏ Analysis used in reviewing resource estimates to assess reasonability of assumptions and conclusions	BH5
❏ Enhancing the efficiency of logistics management operations to achieve established goals and objectives	BG17, CO4, OJT

Module 4: DLSC-BR Competencies	Training Code
Knowledge of:	
❏ Automated information systems used at DLA Inventory Control Points (ICPs), Service Centers and Distribution Depots	BI4, BA3, BF22
❏ Automated materiel handling systems	BF22
❏ Business process reengineering and the creative application of that philosophy to a government organization and its functions	CO4

Module 4: DLSC-BR Competencies	Training Code
❑ Commodity management	Contact local training office
❑ Comprehensive picture of materiel management and the entire Agency	CZ5, BA2, BI4
❑ Customer satisfaction measurement techniques and how to translate and integrate those measurements into strategic goals	Contact local training office
❑ DLA and DoD Program Objectives Memorandum (POM) polices, strategies and documentation processes, Activity Performance Plans (APPs), Budget Estimate Submission (BES) and budget execution processes	BG1, BG2, BG9, BO3
❑ DLA Inventory Control Points, Service Centers and Distribution Depot procedures and regulations	BI4, BA3, BF22
❑ DLA logistics and information systems	BF22
❑ DoD and DLA Planning, Programming, Budgeting and Execution System (PPBES) as it relates to resources and performance for all fund sources (appropriated, treasury accounts and Defense-wide Working Capital Funds)	BH17, BG9, BG1, BO31
❑ DoD MILS procedures and systems such as MILSTEP, MILSTRIP, MILSTAMP and UMMIPS	Contact local training office
❑ DoD supply and distribution programs	BA2, BZ2, BO14
❑ DoD, Military Service and Agency missions, program goals and objectives, the sequence and timing of key program events and milestones and methods for evaluating the world of program accomplishment relating both specifically to materiel management and the overall DLA mission	Contact local training office
❑ Economic and business case analysis methods	CZ1
❑ Financial reporting and cost management	BO5
❑ Logistics and financial management	BO26, EO1
❑ Materiel management and the various logistical support functions including acquisition, inventory management, distribution, transportation, reutilization and disposal	BA2, CZ5, BO14, BZ2
❑ Organization analysis, work analysis, performance analysis, resource analysis and data gathering techniques to permit adequate review of material	BG17, BG5, BG18
❑ Relationships with other programs and key operational and support functions within the Agency and DoD	CZ5, OJT
❑ Specialized methods and techniques to analyze and evaluate the effectiveness and efficiency of ICP, DRMS, DNSC and depot programs and operations	Contact local training office
❑ Supply depot automated information systems such as DWASP/SDS/ NISTARS/SC&D/DSS	BF22
❑ Supply depot operating policies, procedures and regulations	BI4, OJT
❑ Supply management and the various logistical support functions including procurement, supply, transportation, storage, materials handling and distribution and warehouse mechanization	BA2, CZ5, BO14, BZ2
❑ Supply management standards, principles and new developments and commercial business trends	BZ2, BA2
Knowledge of: (continued)	
❑ Techniques to conduct studies, inspections and other fact-gathering activities, e.g., surveys, research of all pertinent reports, policy/procedural and other relevant material	BO27, CO5, BG5
Skill in:	
❑ Devising methods and techniques for assessing DRMD savings	Contact local training office

Module 4: DLSC-BR Competencies	Training Code
Ability to:	
❑ Apply a wide range of qualitative and/or quantitative methods for assessment of issues, development of solutions, and removal of impediments to the completion of a comprehensive strategic plan for materiel management and/or base closure, privatization and base transition programs	BF3, BG5, BI3, BG4, , BO17, BO27, CZ1
❑ Direct or perform new studies of complex management problems	BG18
❑ Evaluate current processes of DLA logistics and information systems; identify potential new applications; and eliminate non-value added applications	Contact local training office
❑ Evaluate the impact (cost savings/avoidance, resource impact, political impact or organizational impact) on current DBOF programs, policies and/or procedures	BI3, BG4, CZ1
❑ Perform research	CO5, BO27, BG18
Leadership Skills:	
❑ Adapting to an ever-changing work environment in order to market innovative improvement concepts, resolve conflicts, and respond to changes in development	EO2, EO3
❑ Planning, leading, organizing, and accomplishing efforts to convey senior management's views of material management's plans, mission, vision and goals	DO1, EO2, EO3, EZ1
❑ Planning, organizing, and negotiating effectively with management to accept and implement recommendations where proposals involve substantial Agency resources, require extensive changes in established procedures or may be in conflict with the desires of the activity involved	CG4, OJT
Business Skills:	
❑ Analysis used in reviewing resource estimates to assess reasonability of assumptions and conclusions	BH5
❑ Enhancing the efficiency of logistics management operations to achieve established goals and objectives	BG17, CO4, OJT

Related Training   The tables on the following pages list training related to
DLSC-B. Training is listed under the following categories:

  ♦ *Core Training in Job Functions.* These are classroom
    courses that address the core job functions of the career.

  ♦ *Continuing Development Training.* These are classroom
    courses that address job skills needed over the course of a
    career to improve job performance and broaden the skills
    base.

  ♦ *Advanced/Strategic Training.* These are advanced
    classroom courses that address broad policy and strategic
    issues important to the career.

  ♦ *Leadership Training.* These are classroom courses that
    develop leadership skills needed by supervisory and
    management positions.

For each training entry, the following information is provided:

  ♦ *Code.* This is a code developed for the purpose of linking
    the training back to required competencies.

  ♦ *Training.* This is the title of the training program or course.
    A course number is provided where applicable. See
    Appendix C for a description of the training courses
    referenced in this Career Guide.

  ♦ *Sponsor.* This is the organization that provides the training.
    To find out more about the courses listed or to enroll in a
    course, contact your local training office or training
    coordinator.

  ♦ *Requirement.* This indicates whether the course is
    mandatory (M), highly recommended (HR), or should be
    completed as needed (AN) by the individual employee.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

	Core Training in Job Functions			
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
BA2	DLA Supply Management *(MMSUP000002)*	DCTED	HR	14
BA3	Inventory Control Points (ICP)/Distribution Interface *(MMSUP000042)*	DCTED	HR	5
BA4	Inventory Theory I *(MMSUP000008)*	DCTED	AN	4.5
BA5	Inventory Theory II *(MMSUP000035)*	DCTED	AN	3
BF3	Basic Statistics *(43LV)*	USDA	HR	4
BF11	Effective Writing (GEN00000S73)	DCTED	HR	4
BF15	Government-wide Commercial Purchase Card	Contact local training office	HR	Varies
BF20	Internet: Introduction	USDA	HR	1
BF22	Local automated systems	Contact local training office	HR	Varies
BF28	Report Writing *(45DD)*	USDA	HR	3
BG1	Budget Execution	OPM, MCI	AN	5
BG2	Budget Formulation	OPM, MCI	AN	5
BG4	Cost Benefit Analysis Workshop *(43FH)*	USDA	HR	3
BG5	Data Collection and Analysis *(43HC)*	USDA	HR	5
BG9	Federal Budget Policy and Process	OPM	AN	2
BG17	Performance Measurements Training	International Quality and Productivity Center	HR	2
BG18	Planning and Conducting Management Studies *(S-AMEC-7A)*	Synetics AMEC	AN	Varies
BH1	Activity Based Costing	KPMG or ESI International	HR	4
BH2	Appropriations Law Seminar *(97-5111)*	MCI	AN	4.5
BH5	Budget Analysis Workshop *(43DK)*	USDA	AN	4
BH6	Budget Estimating Using Microsoft Excel	Contact local training office	AN	Varies
BH8	Decision-making	Contact local training office	HR	Varies
BH17	Federal Budget – Planning, Programming, Budget System (PPBS) Guide	OPM	AN	3
BI3	Cost and Price Analysis *(ACQ 216)*	NVCC	HR	Varies
BI4	DLA Depot Operations	Contact local training office	HR	Varies
BL33	Executive Acquisition Logistics Management *(LOG304)*	DAU	AN	9
BL53	Internet Traveling	DASC	AN	Varies

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BL75	Personal Protective Equipment	DLA	AN	Varies
BM7	Fundamentals of Systems Acquisition Management *(ACQ101)*	DAU	AN	9
BM11	Local Area Network Concepts	USDA	AN	2
BN4	DLA Security Assistance/Foreign Military Sales Management *(GEN800FMS10)*	DCTED	AN	2
BO1	Acquisition Management	Contact local training office	AN	Varies
BO2	Anti-Deficiency Act	Contact local training office	AN	Varies
BO3	Budget Justification, Presentation, and Execution	MCI	AN	4
BO4	C Language Programming: Introduction	USDA	AN	5
BO5	CMC 2000 Cost Management Congress	CMC	AN	3
BO6	Commercial Driver's License training	DLA	AN	Varies
BO7	Computer Program Design	Contact local training office	AN	Varies
BO8	Contracting Officer Technical Representative Course	GWU	AN	5
BO9	Crane training	DLA	AN	Varies
BO10	Defense Distribution Management Course *(8B-F10)*	ALMC	HR	20
EZ20	Defense Resource Management Course	Contact local training office	HR	Varies
BO12	DESC Worldwide Fuel Conference	DESC	AN	3
BO13	DESC Worldwide Petroleum Conference	DESC	AN	3
BO14	Distribution "The Big Picture" *(MMSUP000049)*	DCTED	HR	4
BO15	Federal Facilities Conference	Contact local training office	AN	Varies
BO16	Federal Planning Division Workshop	Contact local training office	AN	Varies
BO17	Financial and Program Analysis Using Spreadsheets	MCI	AN	3
BO18	FinListics: Financial Logistics Workshop *(TLI-133)*	Logistics Institute at Georgia Tech	AN	2
BO19	Fire Protection Engineering (Basic)	USACE Professional Development Center	AN	4
BO20	Forklift	DLA	AN	Varies
BO21	Hazardous Communication Standard *(DCPSO00R501)*	DLA	AN	2
BO22	Improve Skills Using Lotus Organizer	Contact local training office	AN	Varies
BO23	Information Resources Management for the	Contact local	AN	Varies

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
	Program Staff	training office		
BO24	Integrated Direct Marketing (ADMN685)	University of Maryland	AN	Varies
BO25	Internet Search Engines and Research	USDA	HR	1
BO26	Introduction to Defense Financial Management (ALMC 61-2)	ALMC	AN	5
BO27	Introduction to Operations Research and Systems Analysis	Contact local training office	HR	Varies
BO28	Inventory Management Theory 1	Contact local training office	AN	Varies
BO29	Inventory Management Theory 2	Contact local training office	AN	Varies
BO30	Logistics Short Course (TLI-105)	Logistics Institute at Georgia Tech	AN	5
BO31	Management of Defense Working Capital Funds	Contact local training office	AN	2
BO32	Marketing Intelligence and Research Systems (ADMN688)	University of Maryland	AN	
BO33	Materiel Acquisition Management Course (ALMC-ML)	ALMC	AN	35
BO34	Netscape Communicator	DASC	AN	1
BO35	Planning, Design and Construction of Information Systems in MILCON Projects	USACE Professional Development Support Center	AN	3
BO36	Space Process: Programming and Layout	Contact local training office	AN	Varies
BO37	Supply Chain Short Course (TLI-132)	Logistics Institute at Georgia Tech	HR	5
BO38	Torch Cutting training	DLA	AN	Varies
BO39	Windows '95	Enfolinc	HR	5
BO40	Windows NT 4.0: Introduction	USDA	AN	1
BO41	World-Class Warehousing and Material Handling	Logistics Institute at Georgia Tech	AN	3
BZ2	DLA Supply Management Overview (MMSUP000073)	DCTED	HR	5
BZ6	cc:Mail for Windows	USDA	HR	1

Continuing Development Training				
Code	Training	Sponsor	Requirement	Days
CF5	Ethics and Standards of Conduct	DLA	M	.6
CG4	Negotiating Techniques (52JM)	USDA	AN	2

CH1	Benchmarking for Government Organizations *(52GO)*	USDA	HR	2
CM1	Federal Financial Management Overview	MCI	AN	3.5
CO1	How to Survive "Reinvention of Government"	DASC	AN	2
CO2	Microcomputer Application in Business *(BUS-226)*	NVCC	AN	Varies
CO3	Organizational Behavior *(BUS-201)*	NVCC	AN	Varies
CO4	Process Reengineering	GMU	AN	Varies
CO5	Research Methods for Managers *(ADMN638)*	University of Maryland	HR	Varies
CO6	Integrity Act: Management Accountability and Control	MCI	HR	3
CO7	Integrity Act: Overview for Federal Managers	MCI	HR	1
CZ1	Business Case Analysis *(GEN0000BCA1)*	DCTED	HR	3
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2
CZ7	Software Applications (e.g., Access, PowerPoint, Excel, FoxPro, MS Project, Outlook, Word)	USDA	HR	Varies

Advanced/Strategic Training			
Code	Training	Sponsor	Requirement
DO1	Strategic Planning: GPRA and NPR-Based *(52KN)*	USDA	AN

Leadership Training			
Code	Training	Sponsor	Requirement
EL1	Focus 2000: New Directions for Leaders	Contact local training office	HR
EL8	Team Leadership Essentials *(52LW)*	USDA	HR
EO1	Logistics Investment Leadership *(TLI-136)*	Logistics Institute at Georgia Tech	AN
EO2	Leadership: The Critical Difference	Contact local training office	HR
EO3	Management Development Seminar: Leading Organizations	OPM Management Development Center	HR

EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13

Chapter 6. DLSC-C Career Requirements

Summary

This chapter covers positions in the Customer Support and Readiness Directorate (DLSC-C). The predominant series in DLSC-C are listed below.

Note: Although other series are represented, the functional knowledge in those series is not an essential requirement for work in this directorate.

- Management and Program Analysis Series, GS-343
- Logistics Management Series, GS-346
- Supply Program Management Series, GS-2003
- Inventory Management Series, GS-2010
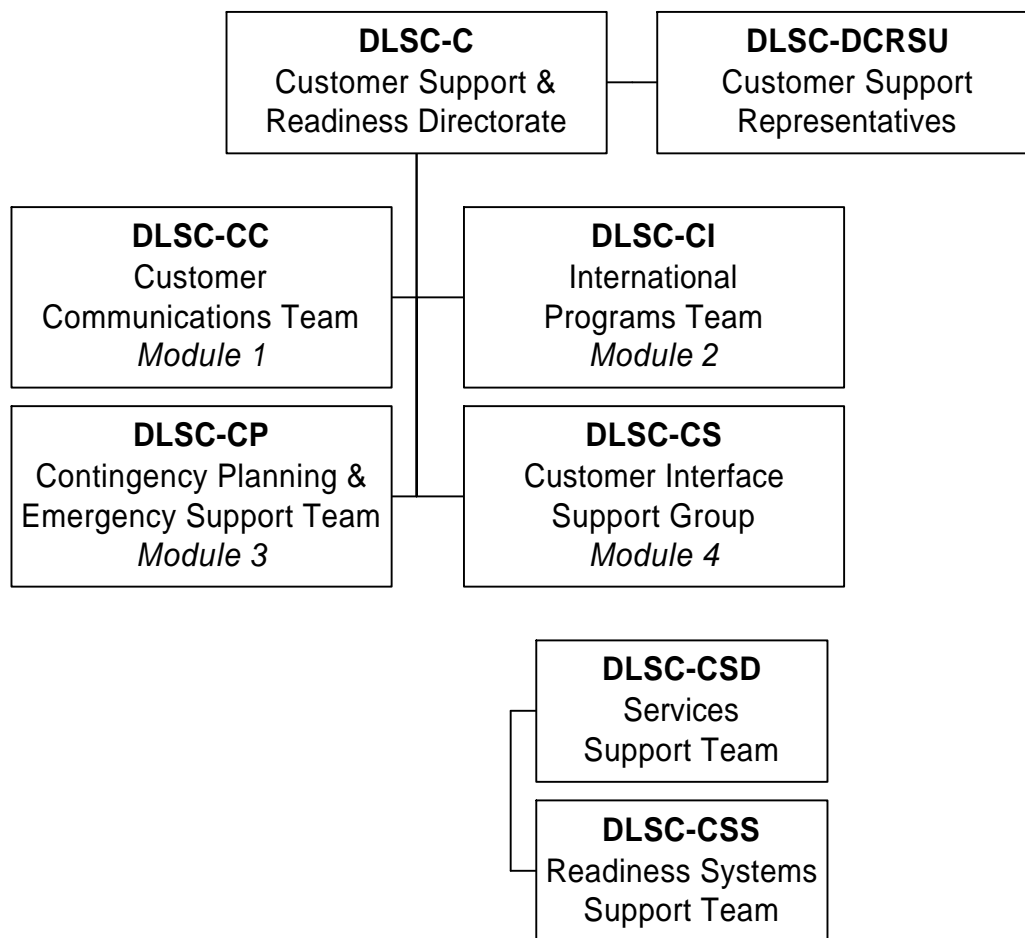- Distribution Facilities and Storage Management Series, GS-2030

DLSC-C is responsible for the development, application and administration of plans, policies and procedures in support of DLA customer support and readiness. DLSC-C is also responsible for performing analysis of DLA support to customers and weapon systems readiness. DLSC-C is also responsible for DLA International Logistics and Security Assistance Programs; Contingency Planning and Emergency Supply Operations Center (ESOC) operations; and providing customer communications to include education/training/publications and customer surveys.

Organization and Career Modules

The diagram that follows shows how DLSC-C is organized into groups and teams. The career module numbers displayed are explained on the pages that follow.

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┌─────────────────────────┐          ┌─────────────────────────┐
│        DLSC-C           │          │      DLSC-DCRSU         │
│   Customer Support &    │          │   Customer Support      │
│  Readiness Directorate  │          │    Representatives      │
└─────────────────────────┘          └─────────────────────────┘

┌─────────────────────────┐          ┌─────────────────────────┐
│        DLSC-CC          │          │        DLSC-CI          │
│        Customer         │          │     International       │
│   Communications Team   │          │     Programs Team       │
│       *Module 1*        │          │       *Module 2*        │
└─────────────────────────┘          └─────────────────────────┘

┌─────────────────────────┐          ┌─────────────────────────┐
│        DLSC-CP          │          │        DLSC-CS          │
│  Contingency Planning & │          │   Customer Interface    │
│ Emergency Support Team  │          │     Support Group       │
│       *Module 3*        │          │       *Module 4*        │
└─────────────────────────┘          └─────────────────────────┘

                              ┌─────────────────────────┐
                              │        DLSC-CSD         │
                              │        Services         │
                              │      Support Team       │
                              └─────────────────────────┘

                              ┌─────────────────────────┐
                              │        DLSC-CSS         │
                              │   Readiness Systems     │
                              │      Support Team       │
                              └─────────────────────────┘
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Career Modules   DLSC-C is divided into four main career modules, each with
different functions as described below.

Module 1: DLSC-CC

♦ Serves as the primary DLSC customer information focal point.

♦ Gathers information from current and prospective customers on
their perceptions of DLA products and services.

♦ Provides information to customers to improve their ability to use
DLA products and services, increasing readiness and efficiency.

♦ In conjunction with DLSC PLFAs and DLSC Headquarters (HQ)
elements, determines content and best dissemination methods
for official information on DLSC customer policies, goals,
programs, initiatives and procedures.

♦ Monitors customer feedback throughout DLSC gauging
customer priorities and needs. Provides coordinated
summaries of customer feedback to all DLSC activities.

♦ Responsible for customer survey policy, customer outreach
policy and centrally managed customer survey and information
programs.

♦ Promotes customer service and readiness goals.

Module 2: DLSC-CI

♦ Provides oversight of DLA's International Affairs (IA),
International Programs (IP), Security Assistance (SA) and
Foreign Military Sales (FMS) mission.

♦ Assists in the development, establishment and implementation
of international agreements.

♦ Ensures IA, IP, SA and FMS operational policy and procedures
are current with DLA's business strategy and objectives.

♦ Serves as DLA focal point for the Humanitarian Assistance
Program and Presidential Drawdown Program, and as an
international customer advocate.

Career Modules   *Module 3: DLSC-CP*
(continued)

♦ Ensures that policies, programs and procedures necessary to develop war, contingency or other plans (i.e., Civil Agency/ FEMA/Humanitarian/Peacekeeping) are developed, reviewed, and implemented.

♦ Operates the HQ DLSC Emergency Supply Operations Center (ESOC).

♦ Responsible for coordinating, standardizing, and reviewing ESOC functions and Call Centers across DLA and field activities to provide a standard contingency and customer support capability.

♦ Serves as primary DLSC focal point for DLA Contingency Support Team (DCST) planning and operations.

♦ Develops and monitors the DLSC portions of the DLA mobilization and Basic Emergency Plans (BEP).

Module 4: DLSC-CS

♦ Supervises the Service Support Teams, Non-DoD Support Team, the Readiness Systems Support Team and the DLSC Customer Representative Support Unit.

♦ Serves as the DLSC focal point for all issues relating to DLSC support of weapon systems readiness.

♦ Continually reviews and recommends improvements to DLSC business policies, strategies, plans and procedures for customer readiness and support.

♦ Interfaces with Military Services and non-DoD agencies to determine weapon system focus, readiness issues and parts support.

♦ Conducts quarterly Lead Center readiness and customer support reviews for DLSC.

♦ Performs various analyses for DLSC-C, i.e., weapons system support, international support and customer satisfaction.

**Career Modules
(continued)**

♦ Provides policy and oversight for the Lead Center Concept for DLSC support to weapon systems.

♦ Coordinates tailored, integrated logistics solutions to improve DLSC support to weapon systems and depot maintenance programs with the Military Services and Defense Supply Centers (e.g., support to Military Service Contractor Logistics Support initiatives, Industrial Forecasting Support Groups for non-recurring depot/industrial maintenance programs and support to Service depot maintenance activities bidding on public-private competition workload).

♦ Maintains/improves the Weapon System Support Program policy/instructions and functionality of databases/information systems used to analyze and improve parts support to weapon systems.

Chapter 6
DLSC-C Career Requirements

Competencies Specific to DLSC-C

Listed below are specialized competencies required for the various career modules in DLSC-C. These competencies are needed in addition to the generic professional Headquarters competencies discussed in Chapter 3 of this guide. Competencies may include knowledge, skills or abilities. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Module 1: DLSC-CC Competencies	Training Code
Knowledge of:	
❑ Analytical techniques such as cost/benefit analysis, trend analysis and statistical process control	BE3, BG4
❑ Business case analysis	CZ1
❑ DLA systems related to the execution of supply functions	BA2, BA3, BN5
❑ Marketing management techniques	BN6
❑ Materiel management standards, principles and new developments and commercial business trends	Contact local training office
❑ OSD and DLA supply policy directives, instructions, regulations and manuals	BA2, BN5, BZ2
Skill in:	
❑ Conference and team leadership techniques	CN1, EL8
❑ Database management	Contact local training office
❑ Information gathering and research techniques as well as techniques to conduct studies, inspections and other fact-gathering activities	BG5, BC12
❑ Statistical Package for the Social Sciences (SPSS) software	BN19
❑ Statistical sampling and survey methodology	BF3, BC12, BG5
Ability to:	
❑ Write for external audiences	BF11

Module 2: DLSC-CI Competencies	Training Code
Knowledge of:	
❑ Foreign government military operations, structure, policies, procedures and political positions/multicultural environment	OJT
❑ Integrated logistics support concepts and procedures	BA6
❑ International programs, security assistance programs and foreign military sales	BN4, BN11, BN10, BN16, BN17
❑ Logistics management concepts, policies and methods	Contact local training office
Skill in:	
❑ Using computers to develop metrics to measure how well foreign military sales are being supported	Contact local training office
Ability to:	
❑ Be sensitive in working with foreign customers	BN3, CF4

Module 3: DLSC-CP Competencies	Training Code
Knowledge of:	
❑ Distribution	BA3, CZ5
❑ Organizational structure and relationships at strategic levels (e.g., CINCs, Joint Staffs and combat support agencies)	BN13, OJT
❑ Supply management	BA2, BN5, BZ2
Skill in:	
❑ Data analysis	BG5, BF3, BN15, BN19
Ability to:	
❑ Lead groups to consensus	EL8
❑ Present decision briefings	BG7

Module 4: DLSC-CS Competencies	Training Code
Knowledge of:	
❑ Acquisition life cycle	Contact local training office
❑ Acquisition logistics	BM12
❑ Distribution	BA3, CZ5
❑ Integrated logistics support process	BA6
❑ Services' and non-DoD Agencies' organizational structure and supply management systems	OJT
❑ Statistics	BF3
❑ Supply management/item management	BA2, BN5, BZ2, BA4
❑ Transportation	CZ5
❑ Warehousing	CZ5
Skill in:	
❑ Data analysis	BG5, BF3, BN15, BN19
❑ Data mining techniques	Contact local training office
❑ Event/conference planning	CN1
❑ Providing instructional briefings	BG7
❑ Using weapon system databases and software	Contact local training office

Ability to:	
❑ Understand and communicate with Service Weapon System Program Managers and their Logistics Support Managers, especially regarding DLSC's	CF4, OJT

Module 4: DLSC-CS Competencies	Training Code
value added role in contractor logistics support arrangements	
❑ Understand Military Service perspectives	BN4, OJT
❑ Work closely with Weapon System Support Managers and Service Program Managers	OJT
❑ Write for internal audiences	BF11

DLSC-DCRSU Competencies	Training Code
Knowledge of:	
❑ DLA and field activities, service organizations, and all inter-relationships	CZ5, OJT
❑ DLA major supply program goals, objectives, work processes and administrative operations	CZ5, BA2, BN5, BZ2
❑ DoD/DLA/customer logistics, initiatives and programs	BN3, BN4
❑ Engineering initiatives - changes and support	OJT
❑ Financial initiatives - DWCF, DLA vs. service funding, and DFAS operations	Contact local training office
❑ How to access and use DLA standard supply, distribution, disposal and cataloging systems	BL35, BA2, BA3
❑ ILS, life cycle management, provisioning, inventory management, requirements determination, and contracting	BN12
❑ Impact of DLA logistical support to military service readiness	CZ5, OJT
❑ Logistics policy - stockage, positioning, disposal, returns, and requisition processing	Contact local training office
❑ MILS systems - MILSTRIP, requisition flow, SDRs, and SPRs	Contact local training office
❑ Quality programs - SDR/PQDR processing	Contact local training office
❑ Supply management and logistical support functions such as supply, procurement, transportation, cataloging, provisioning, storage and distribution	CZ5, BA2, BN5, BZ2
❑ Weapons Systems Support Programs	Contact local training office
Skill in:	
❑ Basic computer applications (i.e., word processing, spreadsheet, database, etc.)	CZ7
❑ Basic statistics	BF3
❑ Business case analysis	CZ1
❑ E-mail	OJT
❑ Gateway Systems - LINK, DAASC	Contact local training office
❑ Logistics support analysis	Contact local training office
Skill in: (continued)	
❑ Meetings	CG1
❑ Presentations	BG7
❑ Service Automated Systems	Contact local training office

DLSC-DCRSU Competencies	Training Code
❑ Stress management	CN2
❑ Team building	CL26, EL8
❑ Time management	CF10
❑ Using the Internet	BF20
❑ Weapons Systems Database	Contact local training office
Ability to:	
❑ Assess customer needs and provide training	BN3, OJT
❑ Communicate orally and in writing	CF2, BF11

Related Training   The tables on the following pages list training related to DLSC-C. Training is listed under the following categories:

- ♦ *Core Training in Job Functions.* These are classroom courses that address the core job functions of the career.

- ♦ *Continuing Development Training.* These are classroom courses that address job skills needed over the course of a career to improve job performance and broaden the skills base.

- ♦ *Leadership Training.* These are classroom courses that develop leadership skills needed by supervisory and management positions.

For each training entry, the following information is provided:

- ♦ *Code.* This is a code developed for the purpose of linking the training back to required competencies.

- ♦ *Training.* This is the title of the training program or course. A course number is provided where applicable. See Appendix C for a description of the training courses referenced in this Career Guide.

- ♦ *Sponsor.* This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

- ♦ *Requirement.* This indicates whether the course is mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Note: DLSC-C is currently pursuing two efforts which will impact the career requirements for DLSC-DCRSU, Customer Support Representatives. Specifically, these efforts are the creation of a CSR Certification Program and the establishment of a CSR Rotation Program. As these efforts evolve, proposed changes to this guide will be submitted to the Workforce Development Office.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

Core Training in Job Functions				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
BA2	DLA Supply Management *(MMSUP000002)*	DCTED	AN	14
BA3	Inventory Control Points (ICP)/Distribution Interface *(MMSUP000042)*	DCTED	HR	5
BA4	Inventory Theory I *(MMSUP000008)*	DCTED	AN	4.5
BA5	Inventory Theory II *(MMSUP000035)*	DCTED	AN	3
BA6	Methods of Support	DCTED	HR	Varies
BC12	Statistical Sampling *(QA000000S09)*	DCTED	HR	3
BE3	Statistical Process Control *(QA000000S81)*	DCTED	HR	5
BF3	Basic Skills in Statistics *(GEN00000006)*	DCTED	HR	5
BF11	Effective Writing *(GEN00000S73)*	DCTED	HR	4
BF20	Internet: Introduction	USDA	HR	1
BG4	Cost Benefit Analysis Workshop *(43FH)*	USDA	HR	3
BG5	Data Collection and Analysis *(43HC)*	USDA	HR	5
BG7	Effective Briefing Techniques *(GEN00000S78)*	DCTED	HR	5
BI4	Depot operations	DLA or ALMC	HR	Varies
BL35	Federal Catalog System (FSC) Overview for Non-Cataloger Personnel	DLIS	AN	4
BL70	Oracle 8: Introduction	USDA	AN	3
BM7	Fundamentals of System Acquisition Management *(ACQ101)*	DAU	AN	9
BM12	Acquisition Logistics Fundamentals *(LOG101)*	DAU	AN	10
BN1	Call Center Logistics Fundamentals *(MMSUP000071)*	DCTED	HR	5
BN2	Disposal	DLA or ALMC	HR	Varies
BN3	DLA Customer Support Representative Course	DCTED	HR	5
BN4	DLA Security Assistance/Foreign Military Sales (SA/FMS) Management Course *(GEN800FMS10)*	DCTED	AN	2.5
BN5	DLA Supply Management for Customer Service Representatives *(MMSUP000072)*	DCTED	HR	10
BN6	Federal Sector Marketing: A Special DLA Workshop	SYNETICS AMEC	HR	4
BN7	Global Command and Control System	Ft. McNair	AN	Varies
BN8	Impromptu/Powerplay	COGNOS	AN	Varies

Core Training in Job Functions				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
BN9	Intermediate Systems Acquisition *(ACQ201)*	DAU	AN	17
BN10	International Security and Technology Transfer/Control *(PMT203)*	DAU	AN	5
BN11	Introduction to Security Assistance On-Site Course *(SAM-OS)*	DISAM	AN	3
BN12	Inventory Management	DLA or ALMC	AN	Varies
BN13	Joint Staff Officers Training	Ft. McNair	AN	Varies
BN14	Multi-National Program Management *(PMT202)*	DAU	AN	5
BN15	SAS Software Course	Vendor	AN	Varies
BN16	Security Assistance Management Course Financial Management *(SAM-CF)*	DISAM	AN	5
BN17	Security Assistance Management Course Program/Case Management *(SAM-CM)*	DISAM	AN	5
BN18	Senior Acquisition Course *(ACQ401)*	ICAF	AN	10 months
BN19	Statistical Package for the Social Sciences (SPSS)	SPSS	AN	Varies
BZ2	DLA Supply Management Overview *(MMSUP000073)*	DCTED	HR	5

Continuing Development Training				
Code	*Training*	*Sponsor*	*Requirement*	*Days*
CF2	Basic Communication Skills *(45PE)*	USDA	AN	5
CF4	Effective Communication with Customers *(45CE)*	USDA	HR	2
CF5	Ethics and Standards of Conduct	DLA	M	.6
CF10	Time Management *(45HK)*	USDA	AN	1
CG1	Conducting Effective Meetings *(45DG)*	USDA	HR	1
CL26	Team Skills Practicum *(52MQ)*	USDA	HR	2
CN1	Event/Conference Planning certificate program	GWU	AN	Varies
CN2	Stress Management *(45HJ)*	USDA	AN	2
CZ1	Business Case Analysis *(GEN0000BCA1)*	DCTED	HR	3
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2
CZ7	Software Applications (e.g., Access, Excel)	Contact local training office	HR	Varies

Leadership Training			
Code	*Training*	*Sponsor*	*Requirement*
EL8	Team Leadership Essentials *(52LW)*	USDA	HR
EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13

Chapter 7. DLSC-I Career Requirements

Summary

This chapter covers positions in the Information Systems and Technology Directorate (DLSC-I). The predominant series in DLSC-I are listed below.

Note: Although other series are represented, the functional knowledge in those series is not an essential requirement for work in this directorate.

♦ Computer Specialist Series, GS-334
♦ Management and Program Analysis Series, GS-343
♦ Logistics Management Series, GS-346
♦ Contracting Series, GS-1102
♦ Supply Program Management Series, GS-2003
♦ Distribution Facilities and Storage Management Series, GS-2030

DLSC-I is responsible for the development and application of DLA logistics Information Systems/Information Technology (IS/IT) policy, plans, programs, operations and functional systems in accordance with the Information Technology Management Reform Act (ITMRA). DLSC-I provides comprehensive information technology strategy to facilitate DLSC strategic business objectives, as well as, centralized planning, policy and oversight of information technology development and maintenance of DLSC systems. DLSC-I serves as the single focal point for DLSC IS/IT planning, policy, and system development.
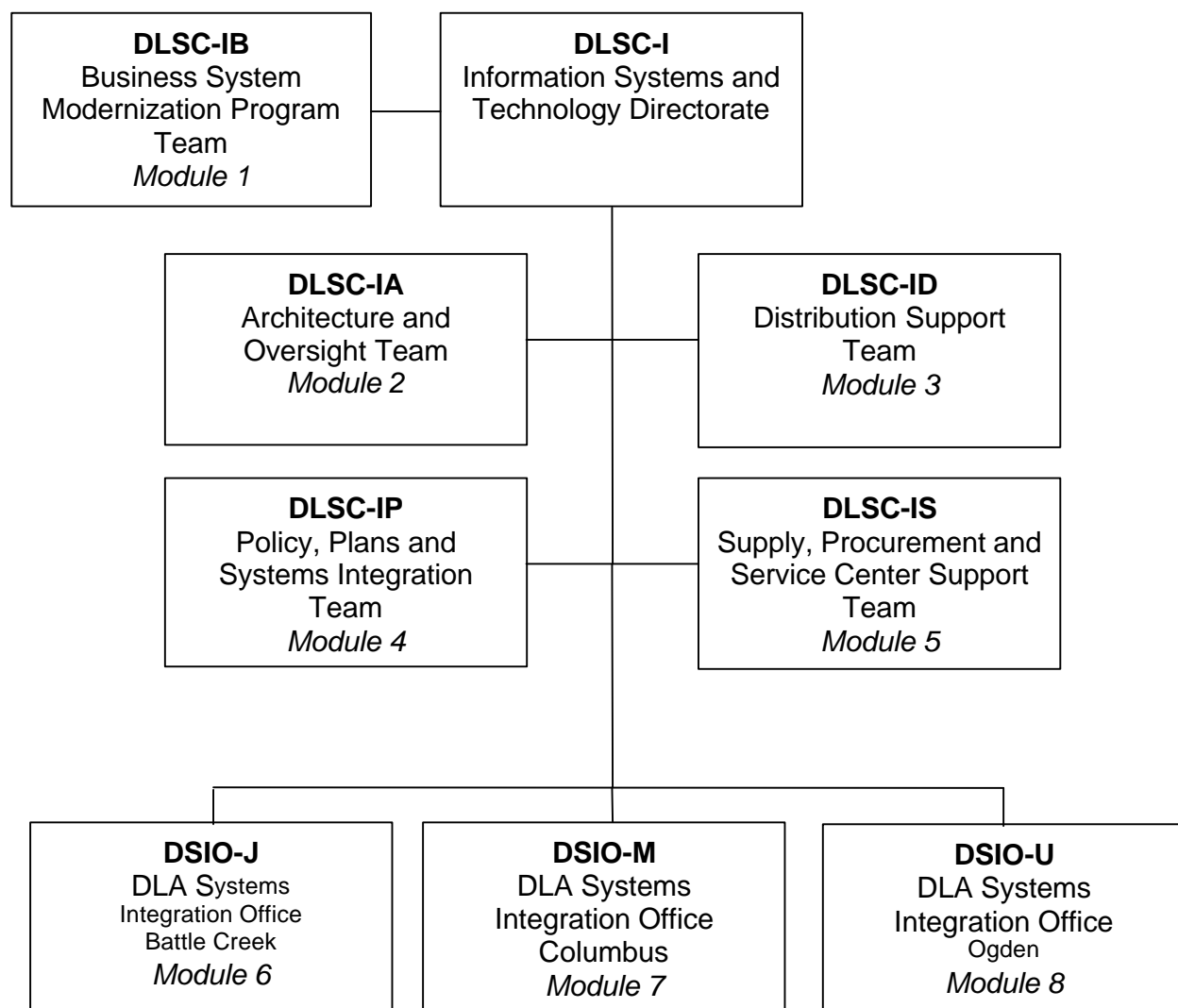
Organization   The diagram that follows shows how DLSC-I is organized into

and Career Modules   teams. The career module numbers displayed are explained on the pages that follow.

DLSC-IB Business System Modernization Program Team *Module 1*	**DLSC-I** Information Systems and Technology Directorate

DLSC-IA Architecture and Oversight Team *Module 2*	**DLSC-ID** Distribution Support Team *Module 3*

DLSC-IP Policy, Plans and Systems Integration Team *Module 4*	**DLSC-IS** Supply, Procurement and Service Center Support Team *Module 5*

DSIO-J DLA Systems Integration Office Battle Creek *Module 6*	**DSIO-M** DLA Systems Integration Office Columbus *Module 7*	**DSIO-U** DLA Systems Integration Office Ogden *Module 8*

Career Modules   DLSC-I is divided into eight main career modules, each with different functions as described below.

Module 1: DLSC-IB

♦ Plans, coordinates and administers the direction and focus of the Business Systems Modernization (BSM) strategy. Manages the transition of DLA's legacy systems to a new enterprise Information Technology environment based on commercial-off-the-shelf (COTS) software and best commercial practices.

♦ Responsible for the life-cycle management of the BSM Major Acquisition Program, through concept exploration, concept demonstration, implementation, and support.

♦ Provides policy and procedural guidance as it relates to Department of Defense systems strategies for supply chain integration, streamlined business processes, and best commercial practices.

Module 2: DLSC-IA

♦ Plans, coordinates, and administers the direction and focus for migration of existing DLA logistics business systems to an enterprise-wide logistics systems architecture that is based on a shared data environment, the DoD Global Network Information Enterprise, the DoD Joint Technical Architecture (JTA) and the Global Combat Support System (GCSS).

♦ Provides guidance necessary to promote the Office of the Secretary of Defense (OSD) logistics systems strategies to support mission requirements and to enable materiel management and procurement information flow across organizations, functions, and between mission applications.

♦ Oversees daily operations and system problems.

Module 3: DLSC-ID

♦ Plans, coordinates, and administers the direction, focus and integration of information resources management and automated systems initiatives supporting distribution business

functions.

♦ Provides policy and procedural guidance, functional management, and administrative support to all aspects of distribution management information resources activity.

Module 4: DLSC-IP

♦ Develops Information Systems/Information Technology (IS/IT) policy and plans; executes resourcing strategies for IS/IT/Program Objectives Memorandum (POM)/Budget.

♦ Develops and maintains materiel management business process models/processes and configuration management.

♦ Provides IS/IT focus and linkage across the business areas.

Module 5: DLSC-IS

♦ Plans, coordinates, and administers the direction, focus and integration of information resources management and automated systems initiatives supporting supply materiel, procurement, Service Center and other DLSC business functions, as well as, Federal and DoD programs.

♦ Provides policy and procedural guidance, and administrative support to all aspects of supply and procurement and Service Center management information resources activity.

Module 6: DSIO-J

♦ Plans, coordinates, and administers the direction, focus and integration of information resources management and automated information systems initiatives; specifically, DRMS Automated Information System (DAISY), Federal Information Logistics System (FLIS), and systems management of related

systems.

♦ Provides policy and procedural guidance, configuration management, technical and administrative support to all aspects of the Logistics Information Management resources functions.

Module 7: DSIO-M

♦ Plans, coordinates, and administers the direction, focus and integration of information resources management and automated systems initiatives supporting materiel management systems including Standard Automated Material Management System (SAMMS), Defense Integrated Subsistence Management System (DISMS) and Defense Fuels Automated Management system (DFAMS) for other DLA services and agencies, the military services, NATO and other friendly foreign countries, civilian agencies, and commercial businesses, as well as the necessary system support functions such as security, database, testing WAN/LAN and additional technical services.

♦ Provides maintenance, design, development, testing, deployment and ancillary systems in support of these materiel management systems.

Module 8: DSIO-U

♦ Plans, coordinates, and administers the direction, focus and integration of information resources management and automated systems initiatives supporting distribution and base support systems including Distribution Standard System (DSS), Deployable Medical Systems (DEPMEDS), Management Information System (MIS), Base Operating Support System (BOSS), Safety & Health Information Reporting System (SHIRS), Equipment Management and Control System

(EMACS), Environmental Reporting Logistics System (ERLS) and Hazardous Material Information System (HMIS) for other DLA services and agencies, the military services, NATO and other friendly foreign countries, civilian agencies, and commercial businesses, as well as the necessary system support functions such as security, database, testing WAN/LAN and additional technical services.

♦ Provides maintenance, design, development, testing, and deployment of these systems, and the ancillary systems in support of these distribution systems.

Chapter 7
DLSC-I Career Requirements

Competencies Specific to DLSC-I

Listed below are specialized competencies required for the various career modules in DLSC-I. These competencies are needed in addition to the generic professional Headquarters competencies discussed in Chapter 3 of this guide. Competencies may include knowledge, skills or abilities. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Generic DLSC-I Competencies	Training Code
Knowledge of:	
❑ Changes and trends in DoD and DLA objectives including an awareness of deficiencies in current processes and systems and/or in database content and access	OJT
❑ DLA's near and long-term planning processes and techniques as they pertain to logistics and/or materiel management functional requirements in conjunction with all planned automated system enhancements and data standardization	Contact local training office
❑ DLSC's systems and technical architectures including the structure of hardware, systems software, communications and applications software that now support the procurement, distribution, materiel management and/or logistics functions	BA1, BL35, OJT
❑ Federal, DoD and DLA telecommunications relationships, systems, system interfaces and current initiatives	Contact local training office
Skill in:	
❑ Project and program management to permit oversight and leadership of ongoing IS/IT initiatives and programs	BG20,BL41, BL50, BL61, BL64
❑ Systems analysis to permit accurate determinations of compatibility, similarity and importance of automated information systems, databases and projects	BL2, BL9, BL12, BL42
Ability to:	
❑ *(no special abilities indicated)*	

Module 1: DLSC-IB Competencies	Training Code
Knowledge of:	
❑ Automated information systems (AISs) as they are currently implemented and understood within private industry, academia and the Government	BL2, BL12, BL17, BL 42, BL74
❑ Supply Chain management and the various logistical support functions including procurement, supply, transportation, storage, and distribution systems	CZ5, BA2
❑ Capabilities and limitations of advanced computer technologies (including COTS, ERP, and APS)	Contact local training office
❑ Federal, DoD, and DLA IS/IT requirements and how they pertain to the development and implementation of logistics systems	CZ5, BA2, OJT
❑ Federal, DoD and DLA IS/IT management and operational support requirements and systems and how they pertain to the development and implementation of logistics systems	CZ5, BA2, OJT
❑ Systems Integration and structured development methodologies as they are currently implemented and understood within industry, academia and Government	BL 84

Module 1: DLSC-IB Competencies	Training Code
Knowledge of: (continued)	
❑ Theories, applications, trends and issues in IS/IT, management of IT programs and development of requirements for and implementation of IS	BL29, BL31, BL41, BL50, BL61, Bl84, CL25, DL1
❑ Project/program management for systems implementations	BG20, BL41, CL23
❑ Global Networked Information Environment	Contact local training office
❑ Information Assurance/IS/IT Business Continuity	BC2, BL16, CL4
❑ Joint Technical Architecture	Contact local training office
❑ DoD Electronic Commerce (EC)/Electronic Business (EB)	BL91
❑ DoD Logistics Strategic Plan, DLA Strategic Plan, DLSC Long Range Business Plan, POM, Future Year Defense Plan (FYDP), etc.	OJT
Skill in:	
❑ Applying project management skills in order to accomplish feasibility studies, specifications development, system design, solution development, and systems acquisition	BG20, CL23, CZ2, CZ3
❑ Conducting formal research and COTS capability analysis	BF21, BL51, CL1, CL5, CL12
❑ Economic analysis to permit evaluation of savings and benefits of proposed IS/IT	BL37, BL79, CL6
❑ Tracking costs associated with specific IS/IT, system enhancement projects and/or architectural projects	BG17, BG20, BL37
Ability to:	
❑ Determine deficiencies and adequacy of existing policies, procedures, organizations, methods and other significant management factors relating to the accomplishment of the DoD IS/IT function	OJT
❑ Determine the capability and applicability of commercial off-the-shelf alternatives for adoption/modification for use within DLA	OJT
❑ Insert integration initiatives into the resourcing process	BG9
❑ Research and investigate new or improved business and management practices for application to agency IS/IT programs or operations	OJT

Module 2: DLSC-IA Competencies	Training Code
Knowledge of:	
❑ Automated information systems (AISs) as they are currently implemented and understood within private industry, academia and the Government	BL2, BL12, BL17, BL42, BL74
❑ Capabilities and limitations of advanced computer technologies (including COTS, ERP, and APS)	Contact local training office
❑ Computer networking	BL15, BL68, BL14
❑ Current experts and schools of thought regarding data use and data sharing methodologies	BL18, BL28, CL7, CL8
❑ Current schools of thought regarding supply chain management systems	BA1, BA2, BA3
❑ Data sources, data flow and system interfaces of existing automated systems in the Agency	BA1, BA3, BL35, OJT
❑ DoD and DLA requirements, AISs and how they pertain to the current and planned materiel management requirements	BA1, BA2, BA3, CZ5
❑ DoD Electronic Commerce (EC)/Electronic Business (EB)	BL91
❑ DoD Logistics Strategic Plan, DLA Strategic Plan, DLSC Long Range Business Plan, POM, Future Year Defense Plan (FYDP), etc.	OJT
❑ Federal, DoD, and DLA IS/IT requirements and how they pertain to the development and implementation of logistics systems	CZ5, BA2, OJT
❑ Federal, DoD and DLA IS/IT management and operational support requirements and systems and how they pertain to the development and implementation of logistics systems	CZ5, BA2, OJT
❑ Global Networked Information Environment	Contact local training office
❑ Information Assurance/IS/IT Business Continuity	BC2, BL16, CL4
❑ Joint Technical Architecture	Contact local training office
❑ Supply management and the various logistical support functions including procurement, supply, transportation, storage, materials handling and distribution systems	CZ5, BA2
❑ Systems Integration and structured development methodologies as they are currently implemented and understood within industry, academia and Government	BL84
❑ Theories, applications, trends and issues in IS/IT, management of IT programs and development of requirements for and implementation of IS	BL29, BL31, BL41, BL50, BL61, BL84, CL25, DL1
Skill in:	
❑ Applying project management skills in order to accomplish feasibility studies, specifications development, system design and solution development	BG20, CL23
❑ Conducting formal research	BF21, BL51, CL1, CL5, CL12
❑ Economic analysis to permit evaluation of savings and benefits of proposed IS/IT	BL37, BL79, CL6
❑ Tracking costs associated with specific IS/IT, system enhancement projects and/or architectural projects	BG17, BG20, BL37

Ability to:	

Module 2: DLSC-IA Competencies	Training Code
❑ Determine deficiencies and adequacy of existing policies, procedures, organizations, methods and other significant management factors relating to the accomplishment of the DoD IS/IT function	OJT
❑ Determine the capability and applicability of commercial off-the-shelf alternatives for adoption/modification for use within DLSC	OJT
❑ Insert integration initiatives into the resourcing process	BG9
❑ Research and investigate new or improved business and management practices for application to agency IS/IT programs or operations	OJT

Module 3: DLSC-ID Competencies	Training Code
Knowledge of:	
❑ Business case analysis	CZ1
❑ Configuration management	BL21, BL78
❑ Distribution AISs as they are currently implemented and understood within private industry, DoD, other government agencies, and academia	BA1, OJT
❑ Distribution functional processes and procedures	BA1, BA2, BA3
❑ Distribution Standard System	BA1
❑ DoD and DLA policy and standards for AIS development and system changes	OJT
❑ DoD MILS procedures and systems; e.g., MILSTRIP, MILSTRAP, MILSTEP, and UMMIPS	Contact local training office
❑ Interface of distribution systems with the total logistics process	CZ5, BA1, BA2, BA3
❑ Military Service wholesale and retail systems, and interface requirements	Contact local training office
❑ Project/program management for AIS development and deployment	BG20, BL41, CL23
❑ Quality assurance	Contact local training office
Skill in:	
❑ Applying information systems resources and cost benefit trade-off analysis to functional proponent and IT decisions to develop, deploy, and maintain distribution systems	CL6, DL1, DL2, CL9
❑ Assessing the technical adequacy of existing DoD AISs supporting the distribution function	OJT
❑ Developing and determining system deployment schedules	BG20, CL23, OJT
❑ Distribution AIS requirements development process	CL25
❑ Overseeing testing of distribution systems	OJT
❑ Overseeing the implementation of distribution system initiatives	OJT
❑ Reviewing and evaluating system change requests for functionality, AIS impact and cost/benefit	CL6, OJT
❑ Understanding mainframe and mid-tier systems	Contact local training office
❑ Working with multiple organizations and large groups, using influence and building consensus	CG4, CL27
Ability to:	
❑ Administer the development and integration of functional requirements for DLA distribution information systems	CL25, OJT

Module 3: DLSC-ID Competencies	Training Code
❑ Assist functional proponents in documenting/prioritizing their requirements into system change requests (SCRs)	OJT
❑ Manage system functional data and technical configurations; develop, implement, and administer a change control and tracking procedures for management of functional requirements (changes, enhancements, and new development)	CL7, CL8, BL21, OJT

Module 4: DLSC-IP Competencies	Training Code
Knowledge of:	
❑ Acquisition and logistics management functions and wholesale	BA2, CZ5, BB26, BL3, BL5, BL33, BL48, BL91, BM3, BM7, BM8, BM12
❑ Commodity management	Contact local training office
❑ DLA and DLSC Long Range Program to include: organization (DoD, DLA, PSE, PLFA, design activities and DLSC functions at the ICP/DSC level), DLA and DoD regulations, program goals, supply software and future plans	Contact local training office
❑ DoD and DLA program goals, sequence and timing of key events and methods of evaluating accomplishments to successfully support assigned initiatives	BA2, CZ5, CL1, CL12, CL13, BG17
❑ DoD and DLA requirements and systems and how they pertain to and implement supply, weapon system management, transportation, depot, reutilization and disposal operations	BA1, BA2, BA3, BL77
❑ DoD IS/IT development life cycle	OJT
❑ DoD IS/IT objectives; DoD infrastructure; and DLA regulations, requirements and specific and unique wholesale automated systems	OJT, contact local training office
❑ Federal, DoD and DLA logistics IS/IT requirements and systems and how they pertain to and implement the Federal Catalog System and the Defense Technical Information Program	BL35, OJT
❑ Federal, DoD and DLA management and operational support requirements and systems and how they pertain to and implement the administrative facilities and equipment, base procurement process, etc., at each of the DLA PLFAs and Business Areas and Field Activities	OJT
❑ IS/IT resourcing policies, processes and procedures	Contact local training office
❑ IS/IT support provided DLA logistical systems to include supply functions of distribution and requirements, warehousing, procurement, cataloging, technical and logistics and financial	BA2, OJT
❑ Logistics management and integrated logistics policies, programs, operations and organizational concepts	BA2, BL33, BL48, BL87, BM12
❑ Planning structures and processes of the Military Services and other Federal Agencies	Contact local training office
Knowledge of: (continued)	
❑ Policies and procedures used by the military services in regard to DLSC functions	BL77, OJT
❑ Program requirements and procurement, technical, logistics and financial processes in order to accurately describe DLA functionality for incorporation in DoD-wide logistics systems	BB25, BG9, BA2, CZ5, OJT

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Module 4: DLSC-IP Competencies	Training Code
❑ Statistical methods and techniques	BF3
❑ System analysis principles and techniques to include: cost/benefit analysis, structured and data analysis	BL9, BL37, CL6, CL18
Skill in:	
❑ Conducting formal research	BF21, BL51, CL1, CL5, CL12
❑ Economic analysis to permit evaluation of savings and benefits of proposed IS/IT	BL37, BL79, CL6
Ability to:	
❑ Apply and conceptualize new theories relative to existing or evolving logistical policies and procedures to support DLA commodities	OJT
❑ Assess IS/IT resource candidates	DL2, OJT
❑ Evaluate and determine effective requirements to support DLA and DoD systems	CL25
❑ Evaluate and determine impact (cost savings, resource impact, political impact, organizational impact and/or elimination of current DLA supply functionality/ processes) on current DLA programs/policies/procedures	BL4, BL9, BL29, BL37, BL50, DL1, DL2, DL3
❑ Provide advice and assistance for integration and consolidation efforts between existing and proposed DoD/Joint/DLA initiatives assigned to lead DSCs	OJT

Module 5: DLSC-IS Competencies	Training Code
Knowledge of:	
❑ AIS requirements development process	OJT
❑ AIS review processes, system change request processes and project development plan processes	OJT
❑ AISs as they are currently implemented and understood within private industry, academia and the Government	BL2, , BL4, BL12, BL17, BL42
❑ Automated information systems, e.g., SAMMS, AIMS, JEMICS, CTOL, MPCASS, DESEX, BIDSFT, DSS, DSATS, CCCS, DPACS	BF22, BA1
❑ Center UADPS such as DISMS, PSASS, SAMMS and DoD standard data and application programs	BF22
❑ Current IS/IT	BL2, BL12, BL17, BL31, BL42, BL58
❑ DLA logistics system	CZ5, BA2
❑ DoD and DLA requirements, AIS systems and how they pertain to the development and integration of systems	CL25, BL2, BL9, BL11, BL12, BL29, BL42, BL74, BL84
❑ Electronic Commerce/Electronic Business	BL91

Knowledge of: (continued)	
❑ Interface of the total logistics process with the procurement area including supply, financial, cataloging and technical support and depot operations	CZ5, BA2
❑ Mainframe systems and microcomputer technology (database management, spreadsheet analysis, management decision systems)	BB16, BL22, BL20, BL39, BL65
❑ Supply functions, e.g., requisition processing, inventory control, requirements	BA2, OJT

Module 5: DLSC-IS Competencies	Training Code
forecasting stratification, provisioning, cataloging, materiel returns, inventory management and stock control	
❑ Supply management and logistical support functions such as telecommunications and information systems, procurement, supply, transportation, fuels, distribution and warehousing	BA2, OJT
❑ Systems analysis principles and techniques to include: cost/benefit analysis and other analytical techniques	CL6, BG23, BL37, CL18
❑ Theory, techniques, capabilities and limitations of Automatic Data Processing (ADP)	Contact local training office
Skill in:	
❑ Developing/determining system deployment schedules	BL41, BL50, DL1, OJT
❑ Identifying cost/benefit relationships for justifying AIS design, development and deployment resources	CL6
❑ Recognizing program interrelationships with other Agency elements	OJT
Ability to:	
❑ Ensure AISs are compatible	OJT
❑ Ensure proper ADP applications are feasible, i.e., practical, efficient and cost effective	OJT
❑ Evaluate and implement new or improved automated contract applications	BL45
❑ Provide advice to management and field activities in the development of fully integrated logistics support systems	OJT

Module 7: DSIO-M Competencies	Training Code
Knowledge of:	
❑ Automated batch and on-line real-time information systems (AISs) as they are currently implemented and understood within private industry, academia and the government	BL2, , BL4, BL12, BL17, BL42
❑ Business process improvement and re-engineering concepts and strategies to streamline business practices	BL39, BL79
❑ Capabilities and limitations of advanced computer technologies	BL2, OJT
❑ Computer networking	BL14, BL15, BL68
❑ Configuration management and control for centralized and distributed systems	BL21, BL78
❑ Data modeling methodologies	CL18
❑ DoD COR/COTR regulations and policies	BG3
❑ DoD IS/IT life cycle management concepts	BL1
❑ EC/EDI applications and strategies	BL30, CL19
❑ Existing cataloging and reutilization systems and strategic future direction	BL35, BF22, OJT
Knowledge of: (continued)	
❑ Financial planning methodologies and tools (POM, etc.)	BG9
❑ Government Environmental systems (ERLS, HMIS)	Contact local training office
❑ Government logistics systems (FLIS, MEDALS, CAGE, DAISY, BOSS)	BF22
❑ Interfaces among message control systems, databases, telecommunication, hardware, system software and batch software	Contact local training office

Module 7: DSIO-M Competencies	Training Code
❑ Mainframe, mid-tier, client-server, and personal computer technology	BL8
❑ Policies and procedures related to AIS development and design	BL29, OJT
❑ Project management and tracking	BG20, CL23
❑ Quality assurance and configuration management methodologies	BC2, BL21, BL78
❑ Requirements development principles, procedures, methods and techniques needed to support ADP software development, including requirements definition, facilitation activities, data and process modeling, architecture development	Contact local training office
❑ Security regulations and policies	BF30, BL38, BL43, BL62, BL63, BL67
❑ SOE/COE strategies, goals, and objectives related to logistic AISs	OJT
❑ Software development standards and policies including ISO and CMM	Contact local training office
❑ System analysis and design methodologies for AIS development	BG23, BL9, BL11, BL29
❑ Workload and project planning methodologies and tools	BG20, CL23
❑ World-wide web regulations, policies, and strategies	BF20, BL25, BL24
Skill in:	
❑ Analysis and functional requirements	OJT
❑ Database design and structure for Unify, MSAccess, Paradox, DB2, Oracle, et.al	BB16, BL20, BL70, BL71, BL72
❑ Function point analysis	BL36
❑ Programming languages	Contact local training office
❑ Structured analysis and design techniques	Contact local training office
❑ Telecommunications	Contact local training office
❑ Testing design and execution	Contact local training office
❑ Use of ADP metrics to evaluate process development and progress	Contact local training office
❑ Use of software configuration management tools	BL78
❑ Written and oral communication	CL20, CF2

Ability to:	
❑ Evaluate contract proposals	BL45, BG3
❑ Evaluate current and potential problem areas and recommend possible resolution	OJT
❑ Evaluate requirements for AIS impact	CL25
❑ Prepare cost benefit analysis	CL6
❑ Prepare efficient and effective programs that fulfill AIS requirements	OJT
❑ Prepare In Process Review (IPR) charts, narratives, and minutes	OJT

Module 7: DSIO-M Competencies	Training Code
❑ Prepare SOWs	BB13
❑ Provide summaries, status reports, and specific technical information on supported AISs	OJT

Related Training   The tables on the following pages list training related to DLSC-I. Training is listed under the following categories:

♦ *Core Training in Job Functions.* These are classroom courses that address the core job functions of the career.

♦ *Continuing Development Training.* These are classroom courses that address job skills needed over the course of a career to improve job performance and broaden the skills base.

♦ *Advanced/Strategic Training.* These are advanced classroom courses that address broad policy and strategic issues important to the career.

♦ *Leadership Training.* These are classroom courses that develop leadership skills needed by supervisory and management positions.

For each training entry, the following information is provided:

♦ *Code.* This is a code developed for the purpose of linking the training back to required competencies.

♦ *Training*. This is the title of the training program or course. A course number is provided where applicable. See Appendix C for a description of the training courses referenced in this Career Guide.

♦ *Sponsor*. This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

♦ *Requirement*. This indicates whether the course is mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BA1	Distribution Standard System (DSS) Inquiry *(MMSUP000051)*	DCTED	HR	1
BA2	DLA Supply Management *(MMSUP000002)*	DCTED	HR	14
BA3	Inventory Controls Points (ICP) Distribution Interface *(MMSUP000042)*	DCTED	AN	5
BA4	Inventory Theory I *(MMSUP000008)*	DCTED	AN	4.5
BA5	Inventory Theory II *(MMSUP000035)*	DCTED	AN	3
BB13	Statements of Work/Specification Preparation	MCI	AN	3
BB16	Relational Databases: Design, Tools and Techniques *(382)*	Learning Tree International	AN	4
BB25	Basic Procurement	Contact local training office	HR	Varies
BB26	Contemporary Approaches to Acquisition Reform *(CAR 805)*	IRMC	AN	5
BC2	International Standards Organization (ISO) 9000 Applications *(QA000ISO001)*	DCTED	AN	3
BF3	Basic Statistics *(43LV)*	USDA	AN	4
BF11	Effective Writing *(GEN00000S73)*	DCTED	HR	4
BF20	Internet: Introduction	USDA	HR	1
BF21	Introduction to Management Analysis *(43GH)*	USDA	AN	4
BF22	Local automated systems	Contact local training office	HR	Varies
BF30	Security	Contact local training office	HR	Varies
BG3	Contracting Basics for COTRs *(43PB)*	USDA	AN	3
BG7	Effective Briefing Techniques *(GEN00000S78)*	DCTED	HR	5
BG9	Federal Budget Process *(43AP)*	USDA	AN	2
BG17	Performance Measurement: Financial and Program Evaluation *(43EB)*	USDA	AN	2
BG20	Project Management *(43GY)*	USDA	HR	4
BG23	Systems Analysis Techniques	Contact local training office	AN	Varies
BL1	ADPE Life Cycle Management	Contact local training office	HR	Varies
BL2	Advanced Information Systems	FIT	HR	Varies
BL3	Advanced Information Systems Acquisition *(IRM 303)*	DAU	HR	14
BL4	Application of New Technologies in the Workplace *(43HB)*	USDA	HR	3

Core Training in Job Functions				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
BL5	Basic Information Systems Acquisition *(IRM 101)*	DAU	HR	Varies
BL6	Building an Enterprise-Wide Web	ILT	HR	4
BL7	C41 Infosphere	NDU	HR	1
BL8	Client Server Concepts/Technology	DISA	HR	Varies
BL9	Client/Server Systems Analysis and Design	Contact local training office	HR	Varies
BL10	Computer Architecture	NDU	HR	3
BL11	Computer Information System Development *(IST 251)*	NVCC	HR	Varies
BL12	Computer Information Systems	CMU	HR	8.5
BL13	Computer/Microprocessor Fundamentals *(PTS00000S38)*	DCTED	HR	Varies
BL14	Computer Network Architectures and Protocols	DISA	HR	3
BL15	Computer Networks	GMU	HR	Varies
BL16	Continuity Planning for Local Area Networks	Contact local training office	HR	Varies
BL17	Critical Information Systems Technologies *(CST)*	IRMC	HR	5
BL18	Data Communications and Technologies	DISA	HR	2
BL19	Data Network Design and Performance Optimization	Contact local training office	HR	Varies
BL20	Database Systems	GMU	HR	Varies
BL21	DCMC Applied Configuration Management *(PTS00000001)*	DCTED	HR	5
BL22	Decision Support and Expert Systems	UMUC	HR	8.5
BL23	Designing and Building Web Content	Contact local training office	HR	Varies
BL24	Developing a Web-Site	Contact local training office	HR	Varies
BL25	Developing Internet and Intranet Firewalls	Contact local training office	HR	5
BL26	Digital Principles and Applications *(PTS00000E12)*	DCTED	HR	Varies
BL27	Disaster Recovery	Contact local training office	HR	Varies
BL28	Distributing Data in Client/Server Systems	Contact local training office	HR	Varies
BL29	DLA Systems Development Training	DLA	HR	1
BL30	EDI for Government Buyers	ECRC	AN	Varies
BL31	Emerging Information Technology *(43NX)*	USDA	HR	2
BL32	Enterprise Development	GMU	AN	Varies
BL33	Executive Acquisition Logistics Management *(LOG 304)*	DAU	AN	9

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BL34	Fast Local Area Network (LAN) Technologies	Contact local training office	HR	5
BL35	Federal Catalog System (FSC) Overview	DLIS	HR	Varies
BL36	Function Point Analysis	Contact local training office	HR	Varies
BL37	Fundamentals of Cost Analysis *(BCF 101)*	ALMC	AN	15
BL38	How to Secure Your Entire Enterprise	Accent Technology	HR	Varies
BL39	Improving Organizational Performance With Intelligent Decision Systems	IRMC	AN	Varies
BL40	Increasing the Internet	ILT	HR	2
BL41	IS/IT Management for the Program Staff	USDA	HR	Varies
BL42	Information Systems	FIT	HR	Varies
BL43	Information Systems Security Basics (ISSB)	DISA	HR	Varies
BL44	Information Technology Capital Planning *(MTI)*	IRMC	AN	5
BL45	Information Technology Contracting *(CON 241)*	DAU	AN	10
BL46	Information Visualization *(INV)*	IRMC	HR	5
BL47	INFOSEC for INFORM SyS Sec Mgrs and Inform SyS Security Offiers (ISSN/ISSO)	DISA	AN	Varies
BL48	Intermediate Acquisition Logistics *(LOG 201)*	DAU	HR	15
BL49	Intermediate Information Systems Acquisition *(IRM 201)*	DAU	HR	14
BL50	Management of Information Technology	OPM	AN	10
BL51	Intermediate Systems Planning, Research, Development and Engineering *(SYS 201)*	DAU	HR	10
BL52	Internet and TCP/IP	DISA	HR	Varies
BL53	Internet Traveling	DASC	HR	1
BL54	Intranet for Government and Business	USDA	HR	2
BL55	Introduction to Computer Program Design *(IST 153)*	NVCC	HR	Varies
BL56	Introduction to Data Communication Technologies	DISA	HR	2
BL57	Introduction to DITSCAP	DISA	HR	Varies
BL58	Introduction to Information Technology *(43JA)*	USDA	HR	3
BL59	Introduction to Microcomputer Software *(IST 117)*	NVCC	HR	Varies
BL60	Introduction to Telecommunications *(IST 212)*	NVCC	HR	Varies
BL61	Managing Information Architectures and Infrastructures *(ARC)*	IRMC	AN	5
BL62	Managing Information Security - Advanced Topics *(SAT)*	IRMC	AN	5

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BL63	Managing Information Security in a Networked Environment *(SEC)*	IRMC	AN	5
BL64	Managing Information Technology Investments	IRMC	AN	3
BL65	Microcomputer: Operating Systems, Architecture and Hardware *(IST 220)*	NVCC	HR	Varies
BL66	Microprocessors	GMU	HR	Varies
BL67	Network Security: Securing the Enterprise	Contact local training office	HR	4
BL68	Networking	GMU	HR	Varies
BL69	Operating System and Software Utilities I *(IST 104)*	NVCC	HR	Varies
BL70	Oracle 8: Introduction	USDA	AN	3
BL71	Oracle 8 Database Administration	Contact local training office	AN	Varies
BL72	Oracle for end users	USDA	AN	5
BL73	Oracle Web Application Server Administration	Contact local training office	AN	Varies
BL74	Overview of Information Systems	DISA	HR	3
BL75	Personal Protective Equipment	DLA	AN	Varies
BL76	Reengineering Organizational Processes *(LTO)*	IRMC	AN	5
BL77	Requisitioning by MILSTRIP	Contact local training office	AN	Varies
BL78	Software Configuration Management	Contact local training office	HR	Varies
BL79	Software Cost Estimating Course *(BCF 208)*	ALMC	HR	8.5
BL80	Software Risk Management	Contact local training office	HR	5
BL81	Software Surveillance Fundamentals *(AQDCMC00SSF)*	DCTED	AN	Varies
BL82	SQL Net: Client/Server Implementation	ILT	AN	4
BL83	Strategic Management Of Web Sites *(WEB)*	IRMC	HR	5
BL84	Successfully Managing Systems Integration	AMA	HR	2
BL85	System Engineering Management	FIT	HR	Varies
BL86	System Management	FIT	HR	Varies
BL87	Systems and Logistics Support Management	FIT	HR	Varies
BL88	Systems Engineering	GMU	HR	Varies
BL89	Technology and Environment	CMU	HR	8.5
BL90	The Information Highway *(IHW)*	IRMC	HR	Varies
BL91	Electronic Commerce Applied Technologies and Solutions	USDA	HR	2
BM2	Advanced Software Acquisition Management *(SAM 301)*	DAU	HR	14

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BM3	Basic Software Acquisition Management *(SAM 101)*	DAU	HR	Varies
BM7	Fundamentals of Systems Acquisition Management *(ACQ 101)* (Internet based)	DSMC	M	Varies
BM8	Intermediate Software Acquisition Management *(SAM 201)*	DAU	HR	14
BM11	Local Area Network concepts	USDA	HR	2
BM12	Acquisition Logistics Fundamentals *(LOG 101)*	DAU	HR	10
BN9	Intermediate Systems Acquisition *(ACQ201)*	DSMC	HR	14

Continuing Development Training				
Code	Training	Sponsor	Requirement	Days
CB3	Ethics in Procurement	Contact local training office	HR	Varies
CF2	Basic Communication Skills *(45PE)*	USDA	AN	5
CF5	Ethics and Standards of Conduct	DLA	M	.6
CG1	Conducting Effective Meetings *(45DG)*	USDA	AN	1
CG4	Negotiating Techniques *(52JM)*	USDA	AN	2
CL1	Advanced Techniques in Management and Program Analysis *(98-4205)*	MCI	AN	5
CL2	Association of Contingency Planners (ACP) National Symposium	ACP	AN	3
CL3	Benchmarking	DASC	AN	Varies
CL4	Business Continuity Planning	Contact local training office	AN	Varies
CL5	Conducting a Needs Analysis in Your Organization *(98-4066)*	MCI	AN	2
CL6	Cost Benefit Analysis For Managers *(98-14205)*	MCI	AN	2
CL7	Data Management Association International Symposium	DMA	HR	3
CL8	Data Management Strategies and Technologies	IRMC	HR	5
CL9	Decision Analysis	MWC	HR	Varies
CL10	Effective Administration and Organizational Behavior	CMU	AN	8.5
CL11	Integrative Analysis of Administration	CMU	AN	8.5
CL12	Intermediate Techniques in Management and Program Analysis *(98-4120)*	MCI	AN	3
CL13	Principles of Management and Program Analysis *(98-4139)*	MCI	AN	5
CL14	TSP	Contact local training office	AN	Varies
CL15	Accelerating Team Development *(52AT)*	USDA	AN	2

Continuing Development Training				
Code	*Training*	*Sponsor*	*Requirement*	*Days*
CL16	Advanced Briefing Techniques *(45BT)*	USDA	AN	2
CL17	Capability Maturity Model	Contact local training office	AN	Varies
CL18	Data Analysis and Modeling	Contact local training office	HR	Varies
CL19	EC/EDI	Contact local training office	AN	Varies
CL20	Executive Writing *(52JQ)*	USDA	AN	1
CL21	Information Technology Planning for Program Manager Staff *(43NK)*	USDA	HR	1
CL22	Management Analysis Planning *(43GH)*	USDA	AN	4
CL23	Project Management Skills for Superior Team Performance *(52MH)*	USDA	HR	3
CL24	Speaking With Confidence *(45FE)*	USDA	AN	3
CL25	Requirements Analysis and Management	Contact local training office	HR	Varies
CL26	Team Skills Practicum *(52MQ)*	USDA	HR	2
CL27	Influence Strategies for Team Leaders *(52LG)*	USDA	AN	2
CZ1	Business Case Analysis *(GEN0000BCA1)*	DCTED	AN	5
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2

Advanced/Strategic Training				
Code	*Training*	*Sponsor*	*Requirement*	*Days*
DL1	Strategic Information Systems/Information Technology Planning	Contact local training office	AN	Varies
DL2	Strategic Information Resources Management Planning	USDA	AN	Varies
DL3	Evaluating Strategic Alternatives With Modeling and Simulation *(MAS)*	IRMC	AN	5
DL4	Strategic Human Resource Issues for IT-Focused Organizations *(HRI)*	IRMC	AN	5

Leadership Training			
Code	*Training*	*Sponsor*	*Requirement*
EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13
EL1	Focus 2000 - New Directions for Leaders	Contact local training office	AN
EL2	Influence Strategies for Team Leaders *(52LG)*	USDA	HR
EL3	Leadership and High Performance Teams	DASC	HR
EL4	Leadership Development Program	CCL	AN

Leadership Training			
Code	*Training*	*Sponsor*	*Requirement*
EL5	Leadership for the 21st Century *(LDC)*	IRMC	HR
EL6	Measuring Results of Organizational Performance *(MOP)*	IRMC	HR
EL7	New World of the CIO *(NWC)*	IRMC	AN
EL8	Team Leadership Essentials *(52LW)*	USDA	HR

Chapter 8. DLSC-L Career Requirements

Chapter 8
DLSC-L Career Requirements

Summary

This chapter covers positions in the Logistics Management Directorate (DLSC-L). The predominant series in DLSC-L are listed below.

Note: Although other series are represented, the functional knowledge in those series is not an essential requirement for work in this directorate.

- Environmental Protection Specialist Series, GS-28
- Management and Program Analysis Series, GS-343
- General Engineering Series, GS-801
- Property Disposal Series, GS-1104
- Quality Assurance Series, GS-1910
- General Supply Series, GS-2001
- Supply Program Management Series, GS-2003
- Inventory Management Series, GS-2010
- Distribution Facilities and Storage Management Series, GS-2030
- Packaging Series, GS-2032
- Supply Cataloging Series, GS-2050
- Traffic Management Series, GS-2130

DLSC-L is responsible for the development and application of DLA logistics policy, plans, programs, operations and functional systems. DLSC-L provides logistics policy and staff assistance for supply, distribution, materiel disposition, logistics information services and Defense national stockpiles. DLSC-L also provides broad managerial and executive oversight to integrate supply, distribution and materiel disposition services into a highly reliable network of logistics support for DLA's customers, regardless of the method selected to provide the materiel or services.

Organization and Career Modules

The diagram below shows how DLSC-L is organized into groups and teams. The career module numbers displayed are explained on the pages that follow.

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                            ┌─────────────────────┐
                            │      DLSC-L         │
                            │ Logistics Management │
                            │    Directorate       │
                            └─────────────────────┘

     ┌─────────────────────┐                    ┌─────────────────────┐
     │      DLSC-LC         │                    │      DLSC-LD         │
     │ Disposal Management  │                    │ Distribution Mgmt.  │
     │      Group           │                    │      Group           │
     │    Module 1          │                    │    Module 2          │
     └─────────────────────┘                    └─────────────────────┘

┌────────────────┐  ┌────────────────┐   ┌────────────────┐  ┌────────────────┐
│   DLSC-LCL     │  │   DLSC-LCM     │   │   DLSC-LDA     │  │   DLSC-LDD     │
│ Law Enforcement│  │ Disposal       │   │ Asset          │  │ Materiel       │
│ Support Office │  │ Programs       │   │ Management     │  │ Distribution   │
│   (LESO)       │  │ Team           │   │ Team           │  │ Team           │
└────────────────┘  └────────────────┘   └────────────────┘  └────────────────┘
                                          ┌────────────────┐  ┌────────────────┐
                                          │   DLSC-LDM     │  │   DLSC-LDT     │
                                          │ Transportation │  │ Transportation │
                                          │ Management     │  │ Policy         │
                                          │ Team           │  │ Team           │
                                          └────────────────┘  └────────────────┘

     ┌─────────────────────┐                    ┌─────────────────────┐
     │      DLSC-LE         │                    │      DLSC-LP         │
     │ Technical Services   │                    │ Special Programs     │
     │      Group           │                    │      Team            │
     │    Module 3          │                    │    Module 4          │
     └─────────────────────┘                    └─────────────────────┘

┌────────────────┐  ┌────────────────┐
│   DLSC-LEI     │  │   DLSC-LEP     │
│ Business       │  │ Technical      │
│ Improvement    │  │ Programs       │
│ Team           │  │ Team           │
└────────────────┘  └────────────────┘
┌────────────────┐  ┌────────────────┐
│   DLSC-LES     │  │   DLSC-LEV     │
│ Logistics      │  │ Veterinary     │
│ Support        │  │ Advisor        │
│ Team           │  │                │
└────────────────┘  └────────────────┘

     ┌─────────────────────┐                    ┌─────────────────────┐
     │      DLSC-LS         │                    │      DLSC-LG         │
     │ Supply Management    │                    │                      │
     │      Group           │                    │                      │
     │    Module 5          │                    │                      │
     └─────────────────────┘                    └─────────────────────┘

     ┌─────────────────────┐
     │      DLSC-LM         │
     │ Defense Standard.    │
     │ Program Office       │
     │    DoD Activities    │
     └─────────────────────┘
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Career Modules   DLSC-L is divided into five main career modules, each with
different functions as described below:

Module 1: DLSC-LC

♦   Develops, implements, and provides oversight for property
disposal policy for the core functions of reutilization, transfer,
donation, and sale of excess, surplus and foreign excess
personal property. Serves as DoD Program Manager for the
following programs: Demilitarization, Trade Security Controls,
Precious Metals Recovery, and Marketing. Other program
responsibilities include: Flight Safety Critical Aircraft Parts,
Recycling Control Point, and Resource Recovery/Recycling.

♦   Provides oversight and supervision of the DoD Law
Enforcement Support Office (DLSC-LCL).

Module 2: DLSC-LD

♦   Provides comprehensive distribution policy and strategy for all
aspects of DLA's Defense Depot management, DoD Asset
management, transportation and traffic management functions
and other distribution (supply and contract administration)
processes.

♦   Responsible for the development of broad distribution policies
that support fully integrated, highly reliable, time definite delivery
of materiel to the customer regardless of the source.

Module 3: DLSC-LE

♦   Develops, evaluates, promulgates, and ensures the
implementation of DoD/DLA policies and procedures for: quality
assurance, cataloging, item standardization, technical support
and hazardous materiel.

♦   Responsible for instituting and managing engineering oriented
cost saving programs, overseeing technical programs providing
business process improvements, and providing guidance on
veterinary matters.

Career Modules
(continued)

Module 4: DLSC-LP

♦ Serves as the DLSC-L single point of contact to manage assigned or emerging special DSLC programs, e.g., the National Imagery and Mapping Agency (NIMA) map storage and distribution program, outsourcing of the distribution facility at San Antonio, Texas, A-76 competition policy and oversight, Logistics Response Time (LRT) integration and single point of contact, Virtual Inventory Control point (VICP) and Stock Positioning policy.

♦ Improves the overall program management across Supply, Distribution and Disposal in coordination with the entire DLSC and overall DLA enterprise; manages other special programs as assigned.

Module 5: DLSC-LS

♦ Develops and administers plans, programs, policies and procedures to ensure the effective identification and support of customer materiel requirements and materiel control for both peacetime and wartime.

♦ Provides oversight for Inventory Control Point (ICP) inventory management, requisition processing, materiel returns and integrated materiel management, et. al., programs.

Career Modules   **DoD Activities**
(continued)

> ***DLSC-LM***
>
> ♦ Develops policies, procedures, guidance and tools for the Defense Standardization Program including: development and use of Military Specifications and Standards; participation and use of non-government standards; development and use of Commercial Item Descriptions; development and use of Qualified Products Lists and Qualified Manufacturers Lists; development, participation and ratification of International Standards Agreements; and development and use of Data Item Descriptions.
>
> ♦ Provides single face to industry and other government agencies with respect to Defense Standardization issues.
>
> ♦ Implements Laws, Executive Orders and Regulations affecting Standardization issues.
>
> ♦ Provides training and consultation to Military Departments and Defense Agencies on DSP policies and procedures.

Chapter 8
DLSC-L Career Requirements

Competencies Specific to DLSC-L

Listed below are specialized competencies required for the various career modules in DLSC-L. These competencies are needed in addition to the generic professional Headquarters competencies discussed in Chapter 3 of this guide. Competencies may include knowledge, skills or abilities. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Generic DLSC-L Competencies	Training Code
Knowledge of:	
❑ CJCS vision of "agile logistics"	OJT
❑ Role of standardization in the Defense Acquisition process	BC8, BC2
❑ Supply chain management concepts	CA5
Skill in:	
❑ Building supply chains	CA5
❑ Determining how to locate specifications and standards in support of acquisition	BC8, BC2, BD1, BE2
Ability to:	
❑ Adjust competing priorities for application of limited resources	CF9
❑ Correctly apply specifications and standards in the acquisition process	BC8, BC2. BD1, BE2
❑ Reduce logistics costs	BM1, OJT

Module 1: DLSC-LC Competencies	Training Code
Knowledge of:	
❑ Automated Information Systems (AISs)	BF22, BM10
❑ Commercial practices with respect to disposal of property	BJ2, BJ3
❑ DoD and DLA programs and systems for supply management and property disposal	BZ2, BJ2, BJ3
❑ DoD, Federal and State organizations' policies, regulations and procedures dealing with property disposal	BJ2, BJ3, OJT
❑ Major property disposal functional areas, i.e., Reutilization/Transfer/Donation, Surplus Sales, Disposal Operations and Accounting, Demilitarization and Trade Security Controls and Precious Metals	BJ2, BJ3
❑ Marketing	CM5
❑ Policy development	Contact local training office
❑ Tools of research and critical analysis such as business case analysis and cost-benefit analysis	CZ1, BG4, BG5

Skill in:		

Module 1: DLSC-LC Competencies	Training Code
❏ Dealing with commercial-sector and other private-sector entities	OJT
❏ Goal-oriented team participation and leadership	BG12, EG1, EZ1
❏ Obtaining and analyzing information on property disposal issues, preparing studies, and formulating policy	BG5, BJ2, BJ3
❏ Oral and written expression and persuasion	BF11, CF2
❏ Presentation	BG7
❏ Working with Federal agencies	OJT
Ability to:	
❏ Build consensus and achieve results	Contact local training office
❏ Conduct/participate in meetings at all levels in and out of Government	CG1
❏ Coordinate with Services	OJT
❏ Formulate and argue a policy position	Contact local training office

Module 2: DLSC-LD Competencies	Training Code
Knowledge of:	
❏ Automated Information Systems (AISs)	BF22, BM10
❏ Combatant Commands and their relationship to the Agency (e.g., CINC structure, Time-Phased Force Deployment)	Contact local training office
❏ Customer (Services) Logistic Policy/Doctrine and how to implement those policies in DLA's business and ADP processes	Contact local training office
❏ Depot operations, CCP, ICPs, DCMC, and how transportation requirements impact those processes	BI4, BA3
❏ Distribution Depot operations	BI4
❏ DoD and DLA regulations, policies, procedures or other instructions relating to inventory integrity	BA4, BA5
❏ DoD Supply System	BZ2
❏ DoD transportation regulations and the applicable procurement regulations that affect transportation (e.g., FAR/DFAR, MILSTAMP, DTR, MILSTRIP, HAZMAT, CFR)	Contact local training office
❏ DTS transportation suppliers (TRANSCOM, AMC, MSC, MTMC)	OJT
❏ DWCF business rules, and CONUS and OCONUS financial processes	CM1
❏ Effect of the OSD transportation policy office on DLA logistics policy	OJT
❏ How material from vendors flows to the customer both CONUS and OCONUS	Contact local training office
❏ Interrelationship among Depot processes/operations	BI4
❏ Key components to an effective business case analysis	CZ1
❏ Key DLA ADP transportation systems (e.g., DSS, CFM) and their application in support of the movement of freight	BF22
❏ Leading edge commercial logistics practices	Contact local training office
Knowledge of: (continued)	
❏ Modal components of the Defense Transportation System from an acquisition,	Contact local

Module 2: DLSC-LD Competencies	Training Code
usage, and policy perspective	training office
❑ Physical inventory, process quality and customer response functions	BA4, BA5, BM6
❑ POM process	BG9, BG1
❑ Supply chain management	CA5
❑ Transportation Account Code and linkage to the financial processes for payment and accounting of transportation bills	Contact local training office
❑ Working Capital Fund, non-Working Capital Fund, and the Transportation WCF accounting on the transportation process	Contact local training office
Skill in:	
❑ Configuration management as it applies to DSS	BD3, BF22
❑ Developing and presenting a briefing	BG7
❑ Oral and written communication	BF11, CF2
❑ Presentation	BG7
❑ Project management	BG20
❑ Using various office analytical tools (e.g., Excel, Powerpoint, etc.)	CZ7
❑ Working in a cross-organizational mode	OJT
Ability to:	
❑ Conduct causative research and ensure appropriate corrective action is initiated	BG5
❑ Gather information, perform analysis, identify trends, prepare written results of investigation and compile status reports	BG5, BF11
❑ Monitor and track the processing and physical handling of materiel from point of origin to customer receipt	BZ2
❑ Negotiate	CG4
❑ Perform data analyses on material movements, costs, optimization of distribution network, etc.	BG5
❑ Translate policy guidance affecting DSS into tangible requirements	BF22

Module 3: DLSC-LE Competencies	Training Code
Knowledge of:	
❑ Acquisition and logistics quality assurance and product conformance principles, practices and techniques	BC2, BC6, BC8, BD1, BE2, BM6
❑ ADP supply systems development procedures	Contact local training office
❑ Advanced concepts, principles and practices of standardization engineering	Contact local training office
❑ Aircraft and aerospace products	Contact local training office
❑ Automatic Data Processing (ADP) technology and its application	Contact local training office

Knowledge of: (continued)	
❑ Changes and trends in the OSD's logistics programs, objectives and funding priorities	OJT

Module 3: DLSC-LE Competencies	Training Code
❑ Commercial buying practices	Contact local training office
❑ Commodities and their manufacturing processes	Contact local training office
❑ Configuration management	BD3
❑ Contracting and logistics at HQ and field activity level and related disciplines and functions involved in the total logistics and acquisition process	BC5, BZ2
❑ Defense Standardization Program and DoD/DLA/Federal Agencies/Military Service/Industry standardization policies and procedures	BC8, BC2
❑ Digital data communication methods, processing, display devices and mass storage equipment	Contact local training office
❑ DoD, Federal, Military Service and DLA life cycle management, including development, production, acquisition, storage and disposal system framework, standards, organization, career management, methodology, operating principles and concepts	Contact local training office
❑ Drawing, specification, standard and other engineering and technical data preparation policies and procedures	BC8, BC2, BD1, BE2
❑ Electronics	Contact local training office
❑ Environmental processes and principles and disposal methodology	BM5
❑ Federal and DoD personal property laws, regulations, procedures and practices relating to regulated property	BJ2, BJ3
❑ Federal regulations and scientific foundations as they relate to hazardous services and products management, pollution prevention, and user community needs	BM5
❑ Federal, DoD, DLA and NATO logistical, organization relationships	OJT
❑ HMTP practices and principles and application to the materiel acquisition process	Contact local training office
❑ International agreements and conventions, Federal and state regulations and acquisition requirements governing hazardous property	BM5
❑ Logistical systems and their impact on Integrated Logistics Support requirements throughout the life cycle of systems	BF22, BM1
❑ Management information systems	Contact local training office
❑ Pollution prevention concepts as they relate to engineering and chemical methodology	BM5
❑ Practices, principles and applications of DLA logistics processes and programs	CZ5, BZ2
❑ Principles and concepts of logistics functions (i.e., procurement, provisioning, item entry, item identification, supply management, standardization and item interchangeability and substitutability)	CZ5, BZ2
❑ Principles, procedures and capabilities of automated information systems	Contact local training office
Knowledge of: (continued)	
❑ Process quality and Total Quality Management principles and methods	BM6, EZ1, BG19
❑ Public laws, policies, regulations, precedents and procedures relating to technical data management	Contact local training office
❑ Quality assurance methodology and its role in overall supply chain and	BC5, CA5, BM6,

Module 3: DLSC-LE Competencies	Training Code
contract management	BC6
❑ Regulations, directives, orders and policies governing packaging, transportation, acquisition, contracting, quality, warehousing, safety and health, training and financial management, and how all these divergent functions impact on the hazardous product and services	OJT, BM5
❑ Related engineering fields such as manufacturing, materials, electrical, etc.	Contact local training office
❑ Relationships with other logistics management functions (materiel management, acquisition, distribution, contract management, etc.)	BZ2, CZ5
❑ Value engineering practices, principles and applications to the materiel acquisition process	BM4, PM9
Skill in:	
❑ Dealing effectively, and working with, high ranking civilians and officers of OSD, the Military Services, DoD and non-DoD departments and agencies, ICPs and private industry	CF4, CF2
❑ Managerial and technical review and coordinating actions sufficient to control a variety of complex staff actions	EZ1
Ability to:	
❑ Conduct comprehensive research and analysis of technical literature	BG5
❑ Design and conduct management studies and special projects	BG18
❑ Interpret and apply complex regulations in policymaking	OJT
❑ Provide technical advice and support	OJT
❑ Serve on DLA/DoD/interagency committees or task groups	OJT

Module 4: DLSC-LP Competencies	Training Code
Knowledge of:	
❑ DoD and DLA strategic and business plans, goals and objectives	CZ5, BZ2
❑ Financial planning, control and execution process	CM1, BG9, BG1
❑ General concepts, legal requirements and contracting rules and regulations relative to outsourcing	BC5, BC6, CM2
❑ Overall DLA supply management and distribution policies, operations and systems	BZ2, CZ5
Skill in:	
❑ Budget development and execution and financial controls	BG1, BG9
❑ Managing and participating in matrixed, temporal organizations	EZ1
❑ Overall program management	BG19
❑ Planning for and dealing with contingencies and tracking program progress	BG19

Ability to:	
❑ Develop and manage POA and M type plans for specific programs	OJT
❑ Develop and measure progress toward specific objectives supporting goals	BG19, BG20
❑ Give effective presentations	BG7
❑ Interact successfully with multiple organizations and other managers	CF2, CF4
❑ Lead and direct meetings toward specific objectives	CG1

Module 4: DLSC-LP Competencies	Training Code
❑ Speak and write clearly and effectively	CF2, BF11

Module 5: DLSC-LS Competencies	Training Code
Knowledge of:	
❑ Automatic Data Processing applications	Contact local training office
❑ Demand forecasting techniques	Contact local training office
❑ Depot functional processes and their interrelationship with inventory management principles	BZ2, BI4, CZ5
❑ Depot materiel management distribution and supply functions	BI4, CZ5
❑ Disposal procedures	BJ3
❑ Federal Supply Catalog System	BF22
❑ Item management and distribution systems	BF22
❑ Mathematical modeling	Contact local training office
❑ MILS programs such as MILSTRIP, MILSTAMP, MILSTRAP, etc.	Contact local training office
❑ Overall method of support policies	OJT
❑ Physical distribution and inventory processes and procedures	BZ2
❑ Purchase request action	OJT
❑ Stock control levels	OJT
❑ Supply systems interfaces that support depot and statistical process control techniques	BC10, BF22
Skill in:	
❑ Customer relations	CF4
❑ Fact-finding, researching documents, and developing trend analysis reports related to supply management issues with inventory control points (ICPs)	BZ2, BA3, BG5
❑ Inventory management techniques	BZ2, BA4, BA5
❑ Operations research	Contact local training office

Ability to:	
❑ Develop policy, procedures and regulations	Contact local training office
❑ Generate and complete all written staff work	EZ1
❑ Organize and lead projects covering the broad spectrum of supply management	BG20, BZ2
❑ Perform cost benefit analysis	BG4

DoD Activities: DLSC-LM Competencies	Training Code
Knowledge of:	
❑ Available tools, including market research, for making standardization decisions	BC2, BC8
❑ Role of standardization in the Defense Acquisition process (acquisition reform objectives, policies, procedures and implementation within the Defense Standardization Program (DSP))	BC2, BC8
Skill in:	
❑ Implementing the criteria for selection and application of the correct type of acquisition document	OJT
❑ Information gathering and research techniques, as well as techniques to conduct studies, inspections and other fact-gathering activities	BG5
❑ Supporting military specification and acquisition reform objectives, policies and procedures	BD1, BC8, BE2
Ability to:	
❑ Develop, coordinate, and implement DoD-wide policies and procedures governing the DSP	Contact local training office
❑ Generate and complete all written staff work	EZ1
❑ Participate in government and industry groups, committees and associations	OJT

Related Training The tables on the following pages list training related to DLSC-L. Training is listed under the following categories:

♦ *Core Training in Job Functions.* These are classroom courses that address the core job functions of the career.

♦ *Continuing Development Training.* These are classroom courses that address job skills needed over the course of a career to improve job performance and broaden the skills base.

♦ *Leadership Training.* These are classroom courses that develop leadership skills needed by supervisory and management positions.

For each training entry, the following information is provided:

♦ *Code.* This is a code developed for the purpose of linking the training back to required competencies.

♦ *Training.* This is the title of the training program or course. A course number is provided where applicable. See Appendix C for a description of training courses referenced in this career guide.

♦ *Sponsor.* This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

♦ *Requirement.* This indicates whether the course is mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BA3	Inventory Control Points (ICP) Distribution Interface *(MMSUP000042)*	DCTED	HR	5
BA4	Inventory Theory I *(MMSUP000008)*	DCTED	HR	4.5
BA5	Inventory Theory II *(MMSUP000035)*	DCTED	HR	3
BC2	International Standards Organization (ISO) 9000 Applications *(QA000ISO001)*	DCTED	HR	3
BC5	Contracting Fundamentals *(CON101)*	DCTED	AN	20
BC6	Defense Supply Center Contract Quality Assurance *(QA000000S61)*	DCTED	HR	5
BC8	Specifications and Standards *(QA000000S60)*	DCTED	HR	4
BC10	Statistical Quality Control (SQC) *(QA000000S92)*	DCTED	HR	10
BD1	Defense Specification Management *(PQM 103)*	DAU	HR	9
BD3	Introduction to Configuration Management (SYS028)	AFIT	AN	3
BE2	Specification Selection and Application *(PQM104)*	DAU	HR	2.5
BF11	Effective Writing *(S73)*	DCTED	AN	4
BF22	Local automated systems	Contact local training office	HR	Varies
BG1	Budget Execution *(43BM)*	USDA	AN	4
BG4	Cost Benefit Analysis Workshop *(43FH)*	USDA	HR	3
BG5	Data Collection and Analysis *(43HC)*	USDA	HR	5
BG7	Effective Briefing Techniques *(GEN000000S78)*	DCTED	HR	5
BG9	Federal Budget Process *(43AP)*	USDA	AN	2
BG12	Jump Starting High Performing Teams *(52LS)*	USDA	AN	2
BG18	Planning and Conducting Management Studies *(S-AMEC-7A)*	Synetics AMEC	AN	4
BG19	Program Management	Contact local training office	AN	Varies
BG20	Project Management *(43GY)*	USDA	HR	4
BI4	Depot Operations	Contact local training office	HR	Varies
BJ2	Defense Reutilization and Marketing Operations Course - Basic *(8G-F1)*	ALMC	HR	15
BJ3	Defense Reutilization and Marketing System: An Introduction *(44-80)*	ALMC	HR	Varies

Core Training in Job Functions				
Code	Training (Course No.)	Sponsor	Requirement	Days
BM1	Advanced integrated logistics support	Contact local training office	HR	Varies
BM2	Advanced Software Acquisition Management *(SAM 301)*	DAU	HR	14
BM3	Basic Software Acquisition Management *(SAM 101)*	DAU	HR	Varies
BM4	Contractual Aspects of Value Engineering (CAVE) *(CON 236)*	DAU	HR	5
BM5	Functional environmental training (**Note:** Refer to DLAI 4715.10, Enclosure 1 for more information)	DLA	AN	Varies
BM6	Functional quality assurance training	DLA	HR	Varies
BM7	Fundamentals of Systems Acquisition Management *(ACQ101)*	DAU	HR	9
BM8	Intermediate Software Acquisition Management *(SAM 201)*	DAU	HR	14
BM9	Principles and Applications of Value Engineering (PAVE)	AFIT	HR	Varies
BM10	FoxPro for Windows: Introduction	USDA	AN	3
BM11	Local Area Network (LAN) Concepts	USDA	HR	2
BZ2	DLA Supply Management Overview *(MMSUP000073)*	DCTED	HR	5

Continuing Development Training				
Code	Training	Sponsor	Requirement	Days
CA5	Supply Chain Management	Contact local training office	HR	Varies
CF2	Basic Communication Skills *(45PE)*	USDA	AN	5
CF4	Effective Communication with Customers *(45CE)*	USDA	HR	2
CF5	Ethics and Standards of Conduct	DLA	M	.6
CF9	Managing Multiple Priorities *(45MP)*	USDA	AN	1
CG1	Conducting Effective Meetings *(45DG)*	USDA	AN	1
CG4	Negotiating Techniques *(52JM)*	USDA	AN	2
CM1	Federal financial management overview	Contact local training office	AN	Varies
CM2	Introduction to Contracting *(43PC)*	USDA	AN	5
CM3	Reengineering in the Public Sector *(52ET)*	USDA	AN	2
CM4	Windows 95: Introduction	USDA	HR	1
CM5	Marketing and Sales in Entrepreneurial Government Organizations *(45EG)*	USDA	AN	2
CZ1	Business Case Analysis (BCA) *(GEN0000BCA1)*	DCTED	HR	2

Continuing Development Training				
Code	*Training*	*Sponsor*	*Requirement*	*Days*
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2
CZ7	Software applications (e.g., Excel, PowerPoint, Word, MS Project)	Contact local training office	HR	Varies

Leadership Training			
Code	*Training*	*Sponsor*	*Requirement*
EG1	Team Leader *(S-AMEC-287)*	Synetics AMEC	AN
EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13

Chapter 9. DLSC-P Career Requirements

Summary

This chapter covers positions in the Procurement Management Directorate (DLSC-P). The predominant series in DLSC-P are listed below.

Note: Although other series are represented, the functional knowledge in those series is not an essential requirement for work in this directorate.

- General Engineering Series, GS-801
- Industrial Engineering Series, GS-896
- Contracting Series, GS-1102
- Industrial Specialist Series, GS-1150

DLSC-P is responsible for the development and application of DLA procurement policy, plans, programs, operations and systems. DLSC-P provides broad managerial and executive oversight of: the procurement of supplies and services, industrial responsiveness, industrial base planning, the Federal Acquisition Regulation System, manufacturing science and technology programs, other acquisition and logistics research and development programs and contract data collection.

Organization and Career Modules

The diagram below shows how DLSC-P is organized into groups and teams. The career module numbers displayed are explained on the pages that follow.

```
                    ┌─────────────────────────┐
                    │         DLSC-P          │
                    │       Procurement       │
                    │ Management Directorate  │
                    └─────────────────────────┘
                                 │
        ┌────────────────────────┼────────────────────────┐
        │                        │                        │
┌───────────────────┐   ┌─────────────────────────┐
│     DLSC-PD       │   │        DLSC-PO          │
│  Deputy Executive │   │  Procurement Programs,  │
│     Director      │   │ Policy and Oversight Group│
│                   │   │       *Module 1*        │
└───────────────────┘   └─────────────────────────┘
                                              │
                                 ┌────────────────────────────┐
                                 │        DLSC-POA            │
                                 │  Acquisition Programs      │
                                 │         Team               │
                                 └────────────────────────────┘
                                 ┌────────────────────────────┐
                                 │        DLSC-POB            │
                                 │ Business and Management    │
                                 │     Oversight Team         │
                                 └────────────────────────────┘
                                 ┌────────────────────────────┐
                                 │        DLSC-PON            │
                                 │     Industrial Base        │
                                 │     Support Team           │
                                 └────────────────────────────┘
                                 ┌────────────────────────────┐
                                 │        DLSC-POP            │
                                 │    Contract Policy         │
                                 │         Team               │
                                 └────────────────────────────┘

┌───────────────────────────┐   ┌─────────────────────────┐
│        DLSC-PS            │   │        DLSC-PT          │
│ Procurement System and    │   │  Technical Enterprise   │
│      EC/EDI Team          │   │         Team            │
│      *Module 2*           │   │      *Module 3*         │
└───────────────────────────┘   └─────────────────────────┘
```
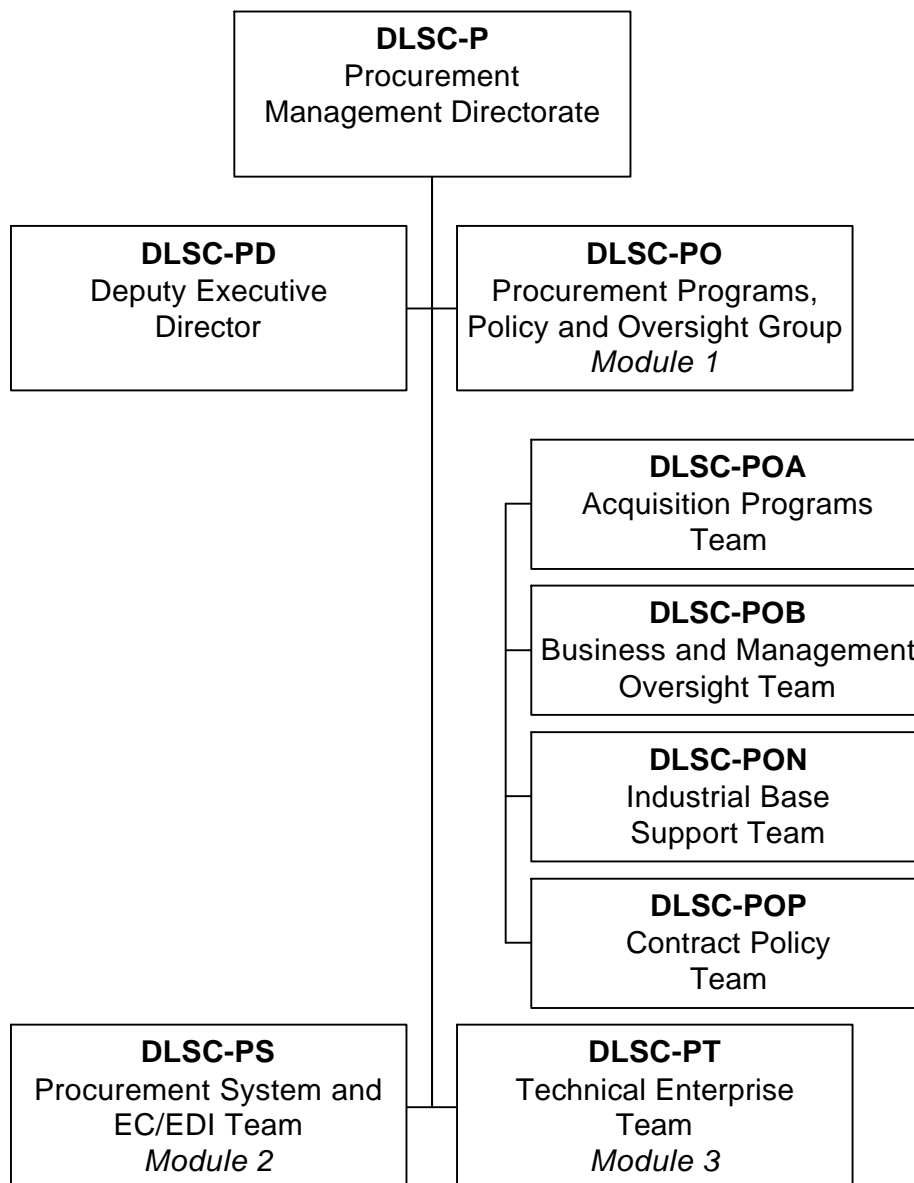
Career Modules   DLSC-P is divided into three main career modules, each with
different functions as described below.

Module 1: DLSC-PO

♦ Promotes the availability of industrial support for DLA's
peacetime and wartime materiel requirements.

♦ Executes staff surveillance over the initiation, analysis and
evaluation of procurement-related planning, operational,
legislative and Congressional matters at the DLA Inventory
Control Points (ICPs), including the energy mission.

♦ Provides comprehensive operational and program management
direction for the successful implementation of contracting
operations within DLSC-P cognizance.

♦ Oversees procurement-related performance measures to
include socioeconomic and competition statistics.

♦ Establishes and maintains the contracting clearance and
oversight process to evaluate the effectiveness of the DLA
Procurement System.

♦ Manages the DLA Procurement Management Review (PMR)
Program.

♦ Establishes and monitors contracting personnel developmental
programs.

♦ Provides procurement policy direction to DLA contracting
offices.

♦ Participates with DoD and Federal agencies in the development
of DoD-wide and Government-wide procurement policy.

♦ Administers the DoD Coordinated Procurement Program.

♦ Manages the DLA Credit Card Program and develops credit
card policy.

Career Modules   *Module 2: DLSC-PS*
(continued)

♦ Advocates for procurement automation resources with DoD and other external organizations.

♦ Responsible for the development and maintenance of procurement policy guidance, and the preparation and control of requirements for all procurement systems development efforts.

♦ Manages the DLSC-P Management Information System.

♦ Manages the Electronic Commerce Resource Center program for the Agency.

♦ Provides personal computer support to the Executive Directorate (Procurement).

Module 3: DLSC-PT

♦ Responsible for the logistics research and development program and the Advanced Manufacturing Program for the Agency.

Competencies Specific to DLSC-P

Listed below are specialized competencies required for the various career modules in DLSC-P. These competencies are needed in addition to the generic professional Headquarters competencies discussed in Chapter 3 of this guide. Competencies may include knowledge, skills or abilities. Training codes in the far right-hand column coincide with the training that is listed in the "Related Training" section of this chapter following this list of competencies.

Module 1: DLSC-PO Competencies	Training Code
Knowledge of:	
❑ Business case analysis	CZ1
❑ Commercial business practices	BB3, BB4, BB10, BB15
❑ Contract pricing	BB18
❑ Contracting laws and regulations, including the Federal Acquisition Regulation (FAR), DoD FAR Supplement, DLA Directives (DLADs) and the DLA Acquisition Regulation	BC5, BB5
❑ Contracting principles, concepts, methods and techniques	BC5, BB4, BB5, BB1
❑ DLA logistics process	CZ5, BZ2
❑ DLA procedures and systems (e.g., DPACS, SAMMS, DCARS and BOSS) related to the execution of procurement functions	BF22
❑ DLA SPE and Field Activities' CSPO functions	BZ5
❑ DLA's commodities	BZ5, CZ5
❑ DLA's concept for supporting the war fighter	CZ5
❑ DLA's oversight program	BZ5
❑ DLA's procurement planning process	BZ5
❑ DoD and other Federal Agencies' procurement and policy changes	OJT
❑ DoD/DLA workforce planning and force deployment concepts	Contact local training office
❑ Federal budget	BG9
❑ Federal contracting concepts	BC5, BB21
❑ Intra-agency communication networks	OJT
❑ Office of the Secretary of Defense (OSD) and DLA procurement policy directives, instructions, regulations and manuals	BZ5, OJT
❑ PEP program	Contact local training office
❑ Small purchase	BZ2
❑ Source selection procedures	BZ5, BB19
❑ Statistics	BF3
❑ Training and career development programs	CG5, CG6
❑ Training regulations and directives	OJT

Skill in:	

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Module 1: DLSC-PO Competencies	Training Code
❑ Acquisition planning and contract formation	BB20
❑ Applying Federal Acquisition Regulation (FAR) principles	BC5
❑ Contract cost and price analysis	BB2, BI3
❑ Contract quality assurance	BC6
❑ Developing review objectives	BC5
❑ Diplomacy to interface with DoD and other Federal Agencies	CF5
❑ Identifying flagrant contracting issues and handling them appropriately	BC5, BB5, CB1
❑ Information gathering and research techniques, as well as techniques to conduct studies, inspections and other fact-gathering activities	BG5
❑ Interviewing	BG5
❑ Operational research	Contact local training office
❑ Performance-based thinking	Contact local training office
❑ Policy analysis and development	Contact local training office
❑ Representing DLA to workgroups, committees, industry and other Government agencies	OJT
❑ Reviewing and identifying deficiencies in contract/purchase order files	BC5, BB1, BB4, BB5
❑ Source selection evaluation and debriefings	BB19
❑ Updating statistical data	BF3
Ability to:	
❑ Allocate funds and ensure correct accounting	BF1
❑ Analyze risk and contract type and avoid protests	CB2, BC5, BB24
❑ Assess and improve review techniques	OJT
❑ Assess workforce contracting knowledge, skills and abilities	OJT
❑ Defend PMR findings	OJT
❑ Ensure contract integrity	BC5, BB5, BC6
❑ Monitor and analyze Congressional bills and update contracting requirements	OJT
❑ Perform risk assessments	CB2
❑ Plan and coordinate review schedules	BC5, BB1, BZ5
❑ Plan, initiate, develop, analyze, and evaluate policies and regulations related to the training and development of the acquisition workforce	CG5, CG6
❑ Respond to Congressional inquiries	OJT
❑ Review and understand performance metrics	BG17
❑ Review contracts and establish budget criteria	BC5, BG9
❑ Review management control programs	Contact local training office
❑ Review, analyze, and develop training requirement(s)	CG5, CG6
❑ Understand contract cost principles	BB2, BI3
Ability to: (continued)	
❑ Use and manipulate databases	CZ7, BB16

Module 3: DLSC-PT Competencies	Training Code
Knowledge of:	
❏ Business case analysis	CZ1
❏ Contracting customs, practices and methods of business and industry	BB10, BB3
❏ Customers' technology needs	CG3
❏ DLA acquisition and distribution functions	CZ5
❏ DLA's relationships with industrial base	BB14
❏ DoD acquisition programs	CZ5, BZ5
❏ Financial manufacturing management	Contact local training office
❏ Government contracting including day-to-day techniques of contracting operations, detailed procedures of DLA contracting, socioeconomic programs and small purchases	BB22, BC5, BZ2
❏ Industrial engineering principles	Contact local training office
❏ Manufacturing and industrial processes	Contact local training office
❏ Manufacturing management	Contact local training office
❏ Production engineering	Contact local training office
❏ Public Laws and DoD Acquisition Regulations that affect the acquisition process	BZ5
❏ Quality control	BC6
❏ Statutes and regulations associated with contract management	BB23
❏ System design and analysis techniques	BG23
❏ Technology updates	OJT
❏ Theory, techniques, capabilities and limitations of Automatic Data Processing (ADP)	Contact local training office
❏ Types of contracts used by DLA/DoD and the application of these contracts to commodities managed throughout DLA	BB24
❏ Work measurement	BG24
Skill in:	
❏ Interfacing with the Services and other Government departments and agencies on matters related to research and development activities	BB12, CZ8, OJT
❏ Performing and/or evaluating economic analyses	BH10

Ability to:	
❏ Advise management and field activities in the development of fully integrated logistics support systems	CA4, BB15
❏ Develop solicitations	BC5, BB21
❏ Evaluate and implement new or improved automated contract applications	BB9
❏ Evaluate proposals	BB22

Module 3: DLSC-PT Competencies	Training Code
❑ Follow oral and written guidance and new directions	OJT
❑ Manage the implementation of research and development activities	BG27, EZ1

Related Training The tables on the following pages list training related to DLSC-P. Training is listed under the following categories:

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♦ *Continuing Development Training.* These are classroom courses that address job skills needed over the course of a career to improve job performance and broaden the skills base.

♦ *Leadership Training.* These are classroom courses that develop leadership skills needed by supervisory and management positions.

For each training entry, the following information is provided:

♦ *Code.* This is a code developed for the purpose of linking the training back to required competencies.

♦ *Training.* This is the title of the training program or course. A course number is provided where applicable. See Appendix C for a description of training courses referenced in this career guide.

♦ *Sponsor.* This is the organization that provides the training. To find out more about the courses listed or to enroll in a course, contact your local training office or training coordinator.

♦ *Requirement.* This indicates whether the course is mandatory (M), highly recommended (HR), or should be completed as needed (AN) by the individual employee.

Related Training
(Continued)

M=Mandatory
HR=Highly Recommended
AN=As Needed

Core Training in Job Functions				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
BA4	Inventory Theory I *(MMSUP000008)*	DCTED	HR	4.5
BA5	Inventory Theory II *(MMSUP000035)*	DCTED	HR	3
BC5	Contracting Fundamentals *(CON101)*	DCTED	HR	20
BC6	Defense Supply Center Contract Quality Assurance *(S61)*	DCTED	HR	5
BF1	Accounting for Non-Accountants *(43DA)*	USDA	AN	2
BF3	Basic Statistics *(43LV)*	USDA	HR	4
BF22	Local automated systems (e.g., SAMMS)	Contact local training office	HR	Varies
BG5	Data Collection and Analysis *(43HC)*	USDA	HR	5
BG9	Federal Budget Process *(43AP)*	USDA	AN	2
BG17	Performance Management: Financial and Program Evaluation *(43EB)*	USDA	AN	2
BG23	Systems Analysis Techniques	Contact local training office	AN	Varies
BG24	Work Measurement	Contact local training office	AN	Varies
BG27	Technical program management	Contact local training office	AN	Varies
BH10	Economic Analysis	Contact local training office	AN	Varies
BI3	Cost and Price Analysis *(43FJ)*	USDA	HR	5
BB1	Administration of Cost-Reimbursement Contracts	MCI	HR	5
BB2	Advanced Cost and Price Analysis	MCI	HR	5
BB3	Commercial Pricing Practices	GWU	HR	Varies
BB4	Contracting for Commercial Items and Services	NCMA	HR	2
BB5	Contracting Officer's Representative Course	MCI	HR	5
BB6	Cost Considerations in Systems Analysis	DTIC	HR	Varies
BB7	Cost Estimating for Technical Personnel	MCI	HR	3
BB8	DoD Desktop Review	Contact local training office	HR	Varies
BB9	Electronic procurement/contracting	Contact local training office	AN	Varies
BB10	Integrating Commercial Business Practices with	DoD Deputy	HR	60

Core Training in Job Functions				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
	the Government Acquisition Process	Under-Secretary for Acquisition or NCMA		
BB11	Introduction to the Standard Procurement System (SPS)	Contact local training office	HR	Varies
BB12	Research and Development Contracting	MCI	HR	5
BB13	Statements of Work/Specification Preparation	MCI	AN	3
BB14	Industrial base assessment	Contact local training office	AN	Varies
BB15	Leveraging the Commercial Marketplace - An Integrated Product Team Approach to Customer Support	DCTED	HR	Varies
BB16	Relational Databases: Design, Tools and Techniques *(382)*	Learning Tree International	AN	4
BB17	Visual Basic: Hands-on *(304)*	Learning Tree International	AN	5
BB18	Price Analysis *(43FK)*	USDA	AN	5
BB19	Source Selection *(43FN)*	USDA	HR	5
BB20	Formation of Government Contracts *(43TF)*	USDA	HR	3
BB21	Introduction to Government Contracting	USDA	HR	5
BB22	Technical Evaluation of Proposals *(43FO)*	USDA	HR	3
BB23	Basic Contract Administration *(43PH)*	USDA	HR	5
BB24	Types of Contracts *(43FP)*	USDA	HR	3
BZ2	DLA Supply Management Overview *(MMSUP000073)*	DCTED	HR	5
BZ5	Functional area training	Contact local training office	HR	Varies

Continuing Development Training				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
CA4	DLA Customer Assistance Logistics *(MMSUP000005)*	DCTED	HR	2
CB1	Ethics and Integrity in Government Acquisition (43PG)	USDA	HR	1
CB2	Introduction to Risk Assessment *(52RA)*	USDA	AN	4
CF5	Ethics and Standards of Conduct	DLA	M	.6
CG3	Knowledge of customers	Contact local training office	HR	Varies
CG5	Introduction to Employee Development *(42LA)*	USDA	AN	3
CG6	Managing Training for Results *(42LN)*	USDA	AN	2

Continuing Development Training				
Code	*Training (Course No.)*	*Sponsor*	*Requirement*	*Days*
CZ1	Business Case Analysis *(GEN0000BCA1)*	DCTED	AN	3
CZ5	DLA Today *(GEN00000S79)*	DCTED	HR	2
CZ7	Software applications (e.g., PowerPoint, Excel, MS Project, Access, Word)	Contact local training office	HR	Varies
CZ8	Effective Communication	Contact local training office	HR	Varies
CZ9	Presenting Data and Information	Graphics Press	HR	1

Leadership Training			
Code	*Training*	*Sponsor*	*Requirement*
EZ1	DLA Supervisory and Management Core Curriculum	DLA	See DLAR 1430.13

Appendix A. Glossary

Appendix A
Glossary

This glossary provides definitions for the most common acronyms and terms related to DLA's career development program.

ALMC	U.S. Army Logistics Management Center
AMA	American Management Association
CCL	Center for Creative Leadership
Classroom Training	Government-sponsored courses, courses taught by colleges, universities, and technical schools, and courses taken by correspondence; includes both courses attended on-site at the activity to which the employees are assigned and courses attended on a temporary duty basis.
CMU	Central Michigan University
COTR	Contracting Officer Technical Representative
Cross-training	Training in areas related to the functional assignment which is designed to help employees perform more completely and effectively by presenting the relationships that exist between different functional areas.
DASC	DLA Administrative Support Center
DAU	Defense Acquisition University
DCTED	Defense Logistics Agency Center for Training, Education and Development
DESC	Defense Energy Supply Center
DISA	Defense Information Systems Agency
DISAM	Defense Institute of Security Assistance Management
DLIS	Defense Logistics Information Service
DLSC	Defense Logistics Support Command
DTIC	Defense Technical Information Center
ECRC	Electronic Commerce Resource Center

FAR	Federal Acquisition Regulation
FIT	Florida Institute of Technology
GMU	George Mason University
HQ DLA	Headquarters Defense Logistics Agency
IDP	Individual Development Plan
Intern	Any individual (GS-05 through GS-09) in a position whose target is the full performance level in one of the professional, administrative, or technical series.
IRMC	Information Resources Management College
MCI	Management Concepts Inc.
MWC	Mary Washington College
MILSTRIP	Military Standard Requisitioning and Issue Procedures
NCMA	National Contract Management Association
NVCC	Northern Virginia Community College
OJT	On-the-job training; A variety of actual work experiences with increasingly broader and more complex job-related tasks. Evaluation of OJT is based upon demonstrated ability to perform to the standards prescribed in the appropriate learning objectives.
OPM	Office of Personnel Management
PLFA	Primary Level Field Activities
POI	Program of Instruction
PPBS	Planning, Programming, and Budgeting System
SAMMS	Standard Automated Materiel Management System
UMUC	University of Maryland University College
USDA	Graduate School, U.S. Department of Agriculture

Appendix B. Qualification Requirements

Purpose

The purpose of this appendix is to provide employees with a general understanding of the minimum qualification requirements that must be met in order to be eligible for positions in a given occupational series. This appendix provides a summary of the qualification requirements described in the U.S. Office of Personnel Management's *Qualification Standards Operating Manual*.

Your particular organization may have established additional qualification requirements not depicted here. **For an authoritative description of the qualification requirements for specific positions, consult with the appropriate Personnel Specialist in your local Personnel Office.**

This appendix is organized by occupational group.

MISCELLANEOUS OCCUPATIONS GROUP

Education and Experience Requirements:

GS-028			
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**	
		General experience	**Specialized experience**
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

General Experience:

- Experience in which the applicant demonstrated the ability to analyze problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience:

- Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS GROUP

Education and Experience Requirements:

GS-235			
To be qualified at this grade level...	You must have this educational background...	Or this combination of experience...	
		General experience	Specialized experience
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

General Experience:

- Experience in which the applicant demonstrated the ability to analyze problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience:

- Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

GENERAL ADMINISTRATION, CLERICAL AND OFFICE SERVICES GROUP

Education and Experience Requirements:

GS-301, 343 and 346

To be qualified at this grade level...	You must have this educational background...	Or this combination of experience...	
		General experience	**Specialized experience**
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

General Experience:

- Experience in which the applicant demonstrated the ability to analyze problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience:

- Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

GENERAL ADMINISTRATION, CLERICAL AND OFFICE SERVICES GROUP

Education and Experience Requirements:

GS-303, 318, 326 and 344

To be qualified at this grade level...	You must have this educational background...	Or this combination of experience...	
		General experience	**Specialized experience**
GS-1 All positions	None	None	None
GS-2 All positions	High school graduate or equivalent	None	None
GS-3	One year above high school	None	None
GS-4	Two years above high school	1 year	None
GS-5	4 years above high school	None	1 year equivalent to GS-4
GS-6 and above	Generally, not applicable	None	1 year equivalent to the next lower grade level

General Experience:

- Experience in which the applicant demonstrated the ability to acquire the particular knowledge and skills needed to perform the duties of the position to be filled.

Specialized Experience:

- Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

GENERAL ADMINISTRATION, CLERICAL AND OFFICE SERVICES GROUP

Education and Experience Requirements:

GS-334		
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**

		General experience	Specialized experience
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Note: Applicants may meet the minimum qualification requirements for GS-5 and GS-7 positions in this series in two ways. These are described below as Alternatives A and B. These alternatives are designed to allow eligibility either through demonstrating prior computer-related education or experience (A) or demonstrating general analytical ability through other kinds of education or experience and passing a written test (B).

Specific Educational Requirements:

- **Alternative A (for GS-5 through GS-11):** Major study -- computer science, information science, information systems management, mathematics, statistics, operations research or engineering, or course work that required the development or adaptation of computer programs and systems and provided knowledge equivalent to a major in the computer field.

- **Alternative B (for GS-5 and GS-7 only):** Major study -- any field.

General Experience: (for GS-5 positions)

- **Alternative A:** Experience that provided a basic knowledge of data processing functions and general management principles that enabled the applicant to understand the stages required to automate a work process.   Experience may have been gained in work as a computer operator or assistant, computer sales representative, program analyst or other positions that required the use or adaptation of computer programs and systems.

- **Alternative B:** Experience in which the applicant demonstrated the ability to analyze

problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience: (for positions above GS-5)

- **For GS-7:** Experience in the performance of tasks such as:

  – Translating detailed logical steps developed by others into language codes that computers accept; this translation required understanding of procedures and limitations appropriate to the use of a programming language.
  – Interviewing subject-matter personnel to get facts regarding work processes, and synthesizing the resulting data into charts showing information flow.
  – Operating computer consoles where this involved choosing from among various procedures in responding to machine commands or unscheduled halts.
  – Scheduling the sequence of programs to be processed by computers where alternatives had to be weighed with a view to production efficiency.
  – Preparing documentation on cost/benefit studies where this involved summarizing the material and organizing it in a logical fashion.

  Such skills are typically gained in the computer field through performance of work where the primary concern was the subject matter of the computer application (e.g., supply, personnel, chemical process control), and computer-related efforts were required to facilitate the basic duties. Also, work in management analysis, program analysis or a comparable field may have provided such skills

- **For GS-9:** Experience that demonstrated knowledge of computer requirements and techniques in carrying out project assignments consisting of several related tasks, such as typically is the case in development of minor modifications to parts of a system on the basis of detailed specifications provided. The assignments must have shown completion of the following or the equivalent:

  – Analysis of the interrelationships of pertinent components of the system;
  – Planning the sequence of actions necessary to accomplish the assignment; and
  – Personal responsibility for at least a segment of the overall project.

- **For GS-11:** Experience that demonstrated accomplishment of computer project assignments that required a range of knowledge of computer requirements and techniques. For example, assignments would show, on the basis of general design criteria provided, experience in developing modifications to parts of a system that required significant revisions in the logic or techniques used in the original development. Accomplishments, in addition to those noted for the GS-9 level, normally involve the following or the equivalent:

  – Knowledge of the customary approaches, techniques and requirements appropriate to an assigned computer applications area or computer specialty area in an organization;
  – Planning the sequence of actions necessary to accomplish the assignment where this

entailed coordination with others outside the organizational unit and development of project controls; and

– Adaptation of guidelines or precedents to the needs of the assignment.

- **For GS-12 and above:** Experience that demonstrated accomplishment of computer project assignments that required a wide range of knowledge of computer requirements and techniques pertinent to the position to be filled. This knowledge is generally demonstrated by assignments where the applicant analyzed a number of alternative approaches in the process of advising management concerning major aspects of ADP system design, such as what system interrelationships must be considered, or what operating mode, system software and/or equipment configuration is most appropriate for a given project.

ENGINEERING AND ARCHITECTURE GROUP

Education and Experience Requirements:

GS-801, 810, 830, 850 and 896			
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**	
		General experience	**Specialized experience**
GS-5	4-year course of study in an accredited college or university	None	None

	leading to a bachelor's or higher degree		
GS-7	1 year of graduate-level education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	2 years of progressively higher level graduate education leading to a master's degree **OR** master's or equivalent graduate degree	None	1 year equivalent to at least GS-7
GS-11	3 years of progressively higher level graduate education leading to a Ph.D. degree **OR** Ph.D. or equivalent doctoral degree	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Basic Requirements:

- A degree in professional engineering. To be acceptable, the curriculum must: (1) be in a school of engineering with at least one curriculum accredited by the Accreditation Board for Engineering and Technology (ABET) as a professional engineering curriculum; or (2) include differential and integral calculus courses (more advanced than first-year physics and chemistry) in five of the following seven areas of engineering science or physics:

  – Statics, dynamics
  – Strength of materials (stress-strain relationships)
  – Fluid mechanics, hydraulics
  – Thermodynamics
  – Electrical fields and circuits
  – Nature and properties of materials (relating particle and aggregate structure to properties)
  – Any other comparable area of fundamental engineering science or physics such as optics, heat transfer, soil mechanics or electronics

OR

- College-level education, training and/or technical experience that furnished (1) a thorough knowledge of the physical and mathematical sciences underlying professional engineering; and (2) a good understanding, both theoretical and practical, of the engineering sciences and techniques and their applications to one of the branches of engineering. The adequacy of such background must be demonstrated by one of the following:

  1) Professional Registration -- Current registration as a professional engineer by and State, the District of Columbia, Guam or Puerto Rico. Absent other means of qualifying under this standard, those applicants who achieved such registration by means other than written test (e.g., State grandfather or eminence provisions) are eligible only for positions that ware within or closely related to the specialty field of their registration. For example,

an applicant who attains registration through a State Board's eminence provision as a manufacturing engineer typically would be rated eligible only for manufacturing engineering positions.

2) Written Test -- Evidence of having successfully passed the Engineer-in-Training (EIT) examination, or the written test required for profession registration, which is administered by the Boards of Engineering Examiners in the various States, the District of Columbia, Guam, and Puerto Rico.

   Applicants who have passed the EIT examination and have completed all the requirements for either (a) a bachelor's degree in engineering technology (BET) from an accredited college or university that included 60 semester hours of courses in the physical, mathematical and engineering sciences; or (b) a BET from a program accredited by the Accreditation Board for Engineering and Technology (ABET) may be rated eligible for certain engineering positions at GS-5. Eligibility is limited to positions that are within or closely related to the specialty field of the engineering technology program. Applicants for positions that involve highly technical research, development or similar functions requiring an advanced level of competence in basic science must meet the requirements described in the first bullet above.

   Because of the diversity in kind and quality of BET programs, graduates of other BET programs are required to complete at least 1 year of additional education or highly technical work experience of such nature as to provide reasonable assurance of the possession of the knowledge, skills and abilities required for professional engineering competence. The adequacy of this background must be demonstrated by passing the EIT examination.

3) Specified Academic Courses -- Successful completion of at least 60 semester hours of courses in the physical, mathematical and engineering sciences and in engineering that included the courses specified in the basic requirements. The courses must be fully acceptable toward meeting the requirements of a professional engineering curriculum as described in the first bullet above.

4) Related Curriculum -- Successful completion of a curriculum leading to a bachelor's degree in engineering technology or in an appropriate professional field, e.g., physics, chemistry, architecture, computer science, mathematics, hydrology or geology, may be accepted in lieu of a degree in engineering, provided the applicant has had at least 1 year of professional engineering experience acquired under professional engineering supervision and guidance. Ordinarily there should be either an established plan of intensive training to develop professional engineering competence, or several years of prior professional engineering-type experience, e.g., in interdisciplinary positions. (The above examples of related curricula are not all-inclusive.)

BUSINESS AND INDUSTRY GROUP

Education and Experience Requirements:

GS-1102			
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**	
		General experience	**Specialized experience**
GS-7	1 full academic year of graduate education or law school **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	2 full academic years of progressively higher level graduate education **OR** master's or equivalent degree or LL.B. or	None	1 year equivalent to at least GS-7

	J.D.		
GS-11	3 full academic years of progressively higher level graduate education **OR** Ph.D. or equivalent doctoral degree	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Basic Requirements for GS-5 through GS-12:

- 4-year course of study leading to a bachelor's degree with a major in any field.

OR

- At least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods or organization and management; or a passing score on an examination or examinations considered by the Director, Office of Personnel Management to demonstrate skills, knowledge or abilities comparable to that of an individual who has completed at least 24 semester hours (or the equivalent) of study in any of these academic disciplines, plus appropriate experience or additional education.

- To qualify for GS-1102 positions on the basis of graduate education, graduate education in one or a combination of the following fields is required: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods or organization and management.

Basic Requirements for GS-13 and Above:

- Completion of all mandatory training prescribed by the head of the agency for progression to GS-13 or higher level contracting positions, including at least 4-years experience in contracting or related positions. At least 1 year of that experience must have been specialized experience at or equivalent to work at the next lower level of the position, and must have provided the knowledge, skills and abilities to perform successfully the work of the position.

AND

- A 4-year course of study leading to a bachelor's degree, that included or was supplemented by at least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management; or certification by the senior procurement executive of the agency that the applicant possesses significant potential for advancement to levels of greater responsibility and authority, based on demonstrated analytical and decision making capabilities, job performance and qualifying experience; or a passing score on an examination or examinations considered by the

Director, Office of Personnel Management to demonstrate skills, knowledge or abilities comparable to that of an individual who has completed at least 24 semester hours (or the equivalent) of study in any of the academic disciplines listed above.

BUSINESS AND INDUSTRY GROUP

Education and Experience Requirements:

GS-1104			
To be qualified at this grade level...	**You must have this educational background…**	**Or this combination of experience...**	
		General experience	**Specialized experience**
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate	None	1 year equivalent to at least GS-7

	education leading to such a degree or LL.B. or J.D., if related		
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

General Experience:

- Experience in which the applicant demonstrated the ability to analyze problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience:

- Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

BUSINESS AND INDUSTRY GROUP

Education and Experience Requirements:

GS-1150			
To be qualified at this grade level...	**You must have this educational background…**	**Or this combination of experience...**	
		General experience	**Specialized experience**
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Specific Educational Requirements:

- Undergraduate and graduate education: major study -- business administration, industrial management, engineering, applied sciences or other fields related to the position.

General Experience:

- **For GS-5 positions**: Experience in administrative, technical or trades work that provided:

  (1) A general understanding of industrial production operations;
  (2) The ability to express clearly, orally or in writing, ideas and information concerning technical subjects;
  (3) Skill in personal contacts that involved coordinating assignments with other interested persons and activities, and furnishing information and assistance; and
  (4) The ability to analyze the effectiveness of production practices.

Specialized Experience:

- **For GS-7 and above:** Experience that demonstrated a practical knowledge of the methods, materials, machinery and facilities used in industrial production operations (which may include exploration, extraction, refining, manufacturing or processing). This knowledge may have been gained in work such as:

    - Management or supervision of production operations
    - Industrial planning, industrial engineering or plant engineering, involving determination of facilities and layout
    - Process or methods development involving production practices associated with chemical, mechanical, electronic, textile or food industries
    - Development of specifications to define product requirements
    - Sales engineering or buying that required a comprehensive knowledge of production operations
    - Planning and administering quality control and inspection systems and programs
    - Comprehensive survey and analysis of industrial operations, organization, capacity, etc.
    - Interpreting and applying contract clauses and government acquisition regulations
    - Development of plans to determine material requirements and/or schedules for production management

EQUIPMENT, FACILITIES AND SERVICES GROUP

Education and Experience Requirements:

GS-1670			
To be qualified at this grade level...	You must have this educational background...	Or this combination of experience...	
		General experience	Specialized experience
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Specific Educational Requirements:

- Undergraduate education major study: any field of study in an accredited college or university

- Graduate education major study: fields related to the position to be filled

General Experience:

- **For GS-5 positions:** Experience that provided a knowledge of the characteristics, uses and properties of equipment. This experience may have been gained in trades or crafts, engineering, technician, production control, inspection or other work related to the specialization of the position to be filled.

- Technical school may be credited as general experience in accordance with the following criteria:

  - Full-time resident study in a technical institute above high school or trade school level on a month-for-month basis

- Completion of a full 4-year curriculum in a technical or vocational high school for up to 6 months of general experience
- Completion of a resident trade school course of at least 1 year in the manufacture, repair or maintenance of equipment for up to 1 year of general experience

Specialized Experience:

- **For GS-7 and above:** Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled. Examples of qualifying specialized experience include:

  - Working as a skilled mechanic or maintenance worker, sales or service engineer, or planner or estimator in a technical group dealing with manufacture, utilization, repair or operation of equipment
  - Reviewing and applying technical specifications and requirements
  - Analyzing equipment and forecasting spare parts requirements
  - Reading and interpreting engineering change orders, equipment requisitions, shop orders and work orders
  - Analyzing contract specifications and examining pertinent equipment to determine if specifications are met
  - Analyzing or supervising maintenance, repair or production operations to determine methods of improvement

QUALITY ASSURANCE, INSPECTION AND GRADING GROUP

Education and Experience Requirements:

GS-1910

To be qualified at this grade level...	You must have this educational background...	Or this combination of experience...	
		General experience	**Specialized experience**
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Specific Educational Requirements:

- Undergraduate and graduate education major study: quality assurance, statistics, mathematics, production management, industrial management, computer science, engineering, engineering technology, physical sciences, textiles or other fields related to the position

General Experience:

- **For GS-5 positions:** Experience in fields such as quality control, quality inspection, contracting and purchasing, supply and storage, industrial or production planning, research and engineering, maintenance, and test and evaluation that provided:

  (1) Familiarity with quality assurance or related work;

(2) Pertinent product or process knowledge and skill;
(3) The ability to interpret and apply contract requirements and engineering specifications; and
(4) Skill in dealing with others in person-to-person work relationships.

Specialized Experience:

- **For GS-7 and above:** Experience that demonstrated a practical knowledge in monitoring, controlling or maintaining the quality of products or services in quality assurance, procurement, inspection, production or related areas. Examples include:

  – Reviewing production activities and capabilities in light of contract quality requirements
  – Reviewing written quality or inspection procedures for adequacy, and evaluating the implementation and effectiveness of quality/inspection systems, including sampling plans
  – Analyzing quality data to detect unsatisfactory trends or weaknesses in the quality/inspection system
  – Verifying by test or inspection, using sampling inspection or intensive product inspection techniques, that products comply with requirements prior to acceptance
  – Identifying inadequacies and requesting corrective action
  – Computing data, summarizing results, and preparing reports or charts depicting pertinent relationships using statistical methods
  – Investigating customer complaints and deficiency reports, and providing identification of causes to appropriate authorities
  – Reading, interpreting, and applying technical data such as blueprints, engineering drawings, product specifications or technical manuals
  – Reviewing and evaluating supply systems operations and procedures through periodic audits and surveillance inspections

SUPPLY GROUP

Education and Experience Requirements:

GS-2001, 2003, 2010, 2030, 2032 and 2050		
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**

		General experience	Specialized experience
GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

General Experience:

• Experience in which the applicant demonstrated the ability to analyze problems in order to identify significant factors, gather pertinent data, and recognize solutions; plan and organize work; and communicate effectively orally and in writing.

Specialized Experience:

• Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

TRANSPORTATION GROUP

Education and Experience Requirements:

GS-2130			
To be qualified at this grade level...	**You must have this educational background...**	**Or this combination of experience...**	
		General experience	**Specialized experience**

GS-5	4-year course of study above high school and leading to a bachelor's degree	3 years, one year of which was equivalent to at least GS-4	None
GS-7	1 full academic year of graduate education **OR** superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	Masters or equivalent degree **OR** 2 full academic years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree **OR** three full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

Specific Educational Requirements:

- Undergraduate and graduate education major study: accounting, business administration, business or commercial law, commerce, economics, engineering, finance, industrial management, statistics, traffic management, transportation, motor mechanics or other fields related to the position

General Experience:

- **For GS-5 positions:** Experience that provided a general knowledge and understanding of traffic or transportation programs or operations.

Specialized Experience:

- **For GS-7 and above positions:** Experience that equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled. Examples of qualifying specialized experience include:

  − Managing or participating in managing a transportation or traffic program involving (1) operating a transport or traffic system to move passengers or commodities of an organization when there is accountability for operating costs, (2) operating a transportation system to provide common carrier types of services to shippers, and (3)

procuring common or other carriers and other transportation services to move an organization's personnel, freight and/or other commodities

− Conducting or participating in conducting surveys and studies of the traffic management function, operating methods, procedures and performance

− Making presentations on traffic matters before Federal, State or local regulatory bodies

− Performing loss and damage prevention work when this included responsibilities such as policy and procedures formulation and studies of traffic operations and services

− Negotiating with carriers and/or regulatory bodies on questions of rates, transit privileges and charges, special services and charges thereof and classification of commodities

− Providing advisory service involving commodity analysis from the transportation standpoint

Certificate:

- Possession of a certificate as Certified Member, American Society of Transportation and Logistics meets the requirements for GS-5. Persons with such certificates may also qualify for higher grade levels based on their education and/or experience.

Appendix C. Course Descriptions

This appendix describes various courses found in the body of this career guide that are available to employees in DLA. The courses appear in alphabetical order.

Course Title:	*Accelerating Team Development*	**Course No:**	52AT
Sponsor:	USDA	**Length:**	2 days
Description:	This course is designed for team members and leaders who want to learn new team skills and build more effective teams. Participants will learn: developing specific goals to improve the team; evaluating the current level of team effectiveness; critical steps to becoming a high-performing team; changing dysfunctional team behavior; improving the team's operating procedures; using high quality/high commitment decision making approaches; and anticipating obstacles and developing proactive strategies to overcome them.		

Course Title:	*Accounting for Non-Accountants*	**Course No:**	43DA
Sponsor:	USDA	**Length:**	2 days
Description:	This course is intended for individuals who want to learn the fundamentals of government accounting and to avoid mistakes when maintaining accounts, ledgers and journals. Participants will learn to: understand important accounting terms, maintain accurate accounts, ledgers, journals and journal vouchers, how your agency is financed, analyze accounting reports, and key legal and administrative controls relating to government accounting.		

Course Title:	*Acquisition Logistics Fundamentals*	**Course No:**	LOG101
Sponsor:	DAU	**Length:**	10 days
Description:	This course gives students the opportunity to integrate logistics support policy, support performance requirements and practices applicable to acquisition programs during the system acquisition life cycle. This course provides a broad overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes. The instructor and guest speakers will provide real world examples of developing and executing support for DoD programs. This course is designed for those employees assigned responsibility to assist in planning, establishing, and maintaining the logistics support infrastructure for DoD systems and equipment during the design, development, production, deployment and sustainment phases of the acquisition life cycle.		

Course Title:	*Advanced Briefing Techniques*	**Course No:**	45BT

Sponsor:	USDA	**Length:**	2 days
Description:	Participants will learn: organizing information for effective communication; translating features of your product into benefits that meet your audience's needs; delivering decision briefings and asking for action; using visual aids to enhance your briefings; handling difficult audiences; and managing questions and objections.		

Course Title:	*Advanced Information Systems Acquisition*	**Course No:**	IRM 303
Sponsor:	DAU	**Length:**	14 days
Description:	This course is a computer-based course for senior managers with responsibilities in information systems (IS)/information technology (IT) acquisitions. Participants will learn to: evaluate issues and make strategic level decisions in DoD IS/IT acquisition program management, DoD information technology management, and DoD IT procurement process management; and effectively lead or participate in IT Integrated Product Teams that make acquisition reform initiatives operational and manage IT as a capital investment.		

Course Title:	*Advanced Software Acquisition Management*	**Course No:**	SAM 301
Sponsor:	DAU	**Length:**	14 days
Description:	This course is designed for senior managers with responsibility for programs in which software is a critical component. The course challenges students to critically evaluate alternative models, methods, and tools applicable to software acquisition through the use of real and hypothetical DoD software acquisition cases. Participants will learn to: analyze the causes of cost, schedule and performance problems in large software efforts and explore strategies for avoiding or correcting such problems; examine salient differences in strategy, methods, and tools between commercial software acquisition efforts and DoD efforts; understand the organizational and cultural dynamics of program offices and software development teams; evaluate and select software metrics that will provide insight into program status and facilitate early detection of potential problems; and assess the current state of the Federal and DoD acquisition reform movements and incorporate new policies into current and future software acquisition programs.		

Course Title:	*Application of New Technologies in the Workplace*	**Course No:**	43HB

Sponsor:	USDA	**Length:**	3 days
Description:	Participants will benefit from this course by understanding the generalized techniques by which new technologies are assessed and being familiar with recent technology acquisitions in the federal sector (LANs, office automation equipment, personal computer systems and micrographic equipment). Participants will learn to: assess the desirability of a given potential technological application; determine the cost/benefit of a technologically oriented change through the use of life-cycle costing and related techniques; recognize the potential pitfalls of an application and employ techniques suitable for cutting through vendor hype; and generalize from the successes and failures of a number of recent technology applications.		

Course Title:	*Basic Communication Skills*	**Course No:**	45PE
Sponsor:	USDA	**Length:**	5 days
Description:	This course is for all employees who want to develop their basic communication skills – speaking, listening and writing – to become more effective on the job. Participants will learn to: deliver an oral presentation, organize and compose written work clearly and concisely, analyze verbal and nonverbal communication skills, recognize communication barriers and how to minimize them, and examine new approaches that will help you work well with others.		

Course Title:	*Basic Contract Administration*	**Course No:**	43PH
Sponsor:	USDA	**Length:**	5 days
Description:	This course is intended for Federal, state and local government personnel and others involved in the federal contracting process. Participants will learn to: develop a contract administration plan; determine the need for and conduct post-award orientations; monitor actions of the contracting officer's representative (COR/COTR) and other support personnel; inspect invoices for completeness, compute the amount due and monitor payments; review proposed modifications and determine whether to meet new requirements through new acquisition or to modify the contract; determine the modification type (i.e., change order, unilateral change, administrative change, or supplemental agreement); and process terminations, handle claims and closeout contracts.		

Course Title:	*Basic Information Systems Acquisition*	**Course No:**	IRM 101
Sponsor:	DAU	**Length:**	Varies

Description:	Participants in this course explore introductory level concepts in information systems acquisition management in DoD. Participants will learn to: use the functional process improvement program; identify laws and regulations applicable to information systems acquisition; develop information systems life cycle management and acquisition strategies; define information systems statements of work and specifications; describe telecommunications and network requirements; and plan a source selection.

Course Title:	*Basic Skills In Statistics*	**Course No:**	GEN00000006
Sponsor:	DCTED	**Length:**	5
Description:	This course is designed for personnel who must collect, analyze, interpret or present statistical data. The participant is taught definitions, steps in problem-solving through statistics, data collection, analysis, interpretation and presentation methods. Emphasis is placed on necessary statistical skills such as calculating percentages, rates of change, variations and averages.		

Course Title:	*Basic Software Acquisition Management*	**Course No:**	SAM 101
Sponsor:	DAU	**Length:**	Varies
Description:	Participants learn the types and impacts of risks in software acquisition and development, the DoD regulatory and technical frameworks that apply to software acquisition, the software development life cycle and integration processes, and procurement regulatory requirements. Additional topics include basic tools for planning and measuring in a software acquisition environment, and best practices for software acquisition and management across all types of software acquisition to include C4I, AIS, and MCCR systems.		

Course Title:	*Basic Statistics*	**Course No:**	43LV
Sponsor:	USDA	**Length:**	4 days
Description:	This course is intended for those that want to master the basic of statistics from frequency distributions to sampling to regression analysis. Participants will learn: the meaning and role of statistics, measures of variation, practical sampling concepts including universe, population, frame and random samples, normal distribution, to use frequency distributions and arrays, and to calculate means, averages, median and mode.		

Course Title:	*Benchmarking for Government Organizations*	**Course No:**	52GO
Sponsor:	USDA	**Length:**	2 days

Description:	This course in intended for managers, improvement teams, change agents and others who want to identify and adapt outstanding practices from other organizations to improve the performance of their own organizations. Participants will learn: how to identify, adapt and implement best practices of other organizations, sources for obtaining data on benchmarking and best practices, key benchmarking tools, managing the benchmarking process, and how to use benchmarking as a tool of change management.

Course Title:	*Budget Analysis Workshop*	**Course No:**	43DK
Sponsor:	USDA	**Length:**	4
Description:	This course is designed for budget personnel (analysts and officers), program personnel (analysts), administrative officers, auditors, financial analysts, interns/trainees, management analysts and those who need to develop analytical skills in analyzing budgets. Participants will learn to: relate goals, objectives and priorities to program resource performance, develop meaningful workload, efficiency and effectiveness measures using analytical methods, such as variance and trend analyses, and use economic analytical models (e.g., cost benefit analysis, payback analysis, present value analysis, lease vs. purchase analysis, return-on-investment analysis and life-cycle cost analysis).		

Course Title:	*Budget Execution*	**Course No:**	43BM
Sponsor:	USDA	**Length:**	4 days
Description:	This course is designed for budget personnel (technicians, analysts, and officers), program personnel (analysts, managers, and officers), administrative personnel (analysts and officers), auditors, interns/trainees, management analysts, and those individuals who require the skills to execute a federal budget, have funds control responsibilities, or need to develop analytical skills. Participants will learn to: demonstrate considerations for budget close-out, explain mid-year reviews and actions that can result from them, comply with the Anti-Deficiency Act, and describe ways to handle budget shortfalls while fulfilling program objectives.		

Course Title:	*Business Case Analysis*	**Course No:**	GEN0000BCA1
Sponsor:	DCTED	**Length:**	3 days

Description:	This course is designed to provide participants with a standardized DLA process and format for developing a BCA, giving guidelines on data collection with an emphasis on selecting the appropriate type(s) of costs and saving factors. Participants will have an opportunity to conduct a simulated BCA during the class, in which they will process the necessary data elements that include: determining alternatives, identifying assumptions, describing advantages/disadvantages, and analyzing cost factors.

Course Title:	*Computer Information System Development*	**Course No:**	IST 251
Sponsor:	NVCC	**Length:**	Varies
Description:	This course presents a structured approach to defining needs, creating specifications, and implementing new information systems. This course teaches business-oriented, computer-based systems and defines common processes and procedures. The course includes data modeling, report generation, life cycle methodology, and traditional and structured tools for development.		

Course Title:	*Conducting Effective Meetings*	**Course No:**	45DG
Sponsor:	USDA	**Length:**	1 day
Description:	This course is designed for individuals interested in improving their meeting management skills. Participants will learn to: evaluate when to have a meeting or not, develop a systematic approach to planning effective meetings, assess effectiveness of participants and develop strategies to improve participation in meetings, and establish appropriate follow-up procedures and creating a plan for executing action items.		

Course Title:	*Contemporary Approaches to Acquisition Reform*	**Course No:**	CAR 805

Sponsor:	IRMC	Length:	5 days
Description:	This course provides an update of continuing acquisition reform and concurrent changes in the global political and economic environment. The course presents an integrated perspective of the latest acquisition reform initiatives. In addition, best commercial management practices and emerging information technologies are discussed with a focus on improving acquisition service to the customer while assuring best value to the Government. Participants will learn to: assess the impact of the latest legal and regulatory changes to the acquisition process; promote improvements in the acquisition process through an enhanced understanding and awareness of emerging management practices; and promote improvements in making sound business decisions about acquisition and use of emerging technologies.		

Course Title:	*Contracting Basics for COTRs*	Course No:	43PB
Sponsor:	USDA	**Length:**	3 days
Description:	This course is intended for all Contracting Officer Technical Representatives (COTRs), project officers, task managers, auditors and others who handle government acquisitions. Participants will learn to: identify key elements and features of a contract, understand various types of government contracts, develop, award and administer a contract, know the appropriate role of the COTR, communicate more effectively with your contracting officer and contractors, and determine your advisory and monitoring responsibilities.		

Course Title:	*Contracting For Commercial Items and Services*	Course No:	
Sponsor:	NCMA	**Length:**	2 days
Description:	This seminar addresses the twists and turns of the statutory preference for commercial item procurement after FASA and FARA. This seminar will completely review the requirements for preparing a solicitation, evaluating offers, and awarding contracts for commercial items, with a special emphasis on solicitations for commercial services.		

Course Title:	*Contracting Fundamentals*	Course No:	CON 101
Sponsor:	DCTED	**Length:**	20 days

Description:	This class is a survey course encompassing the entire contracting process from receipt of purchase request through contract completion and contract closeout. The course is designed for students who are new to the contracting workforce, either entry-level or crossovers from other career fields. Students are introduced to the organization and utilization of the Federal Acquisition Regulation (FAR) and the DoD supplement to the FAR (DFARS), as well as ethics and basic contract law. Application of the information is reinforced through a series of practical exercises that include preparing a solicitation, conducting a bid opening, conducting negotiations, writing a Price Negotiation Memorandum, and postaward problems based on a contract in force.

Course Title:	*Contractual Aspects of Value Engineering*	**Course No:**	CON 236
Sponsor:	DAU	**Length:**	5 days
Description:	This course provides participants with an intensive review of the techniques and objectives of the DoD Value Engineering program. Participants are exposed to basic concepts and definitions, Value Engineering Change Proposal (VECP) preparation and evaluation processes, VE contract clauses, types of savings, techniques for calculating savings, and the relationship of VE to other incentives contained in the contract and subcontracts.		

Course Title:	*Cost and Price Analysis*	**Course No:**	43FJ
Sponsor:	USDA	**Length:**	5 days
Description:	This course is intended for contract specialists, program managers, project managers, cost analysts, price analysts, accountants, auditors, financial managers, purchasing agents and others who need an overview of contract pricing. Participants will learn to: describe the general principles and techniques for conducting a cost/price analysis, conduct a price analysis, analyze direct costs, and evaluate proposed profit or fee.		

Course Title:	*Cost and Price Analysis*	**Course No:**	ACQ 216
Sponsor:	NVCC	**Length:**	Varies
Description:	This course teaches the evaluation and administration of cost and pricing data to establish fair and reasonable pricing for goods and services. The course analyzes the total price and the individual elements of cost (labor, materials, indirect costs, and profit) associated with different types of contracts.		

Course Title:	*Cost Benefit Analysis Workshop*	**Course No:**	43FH
Sponsor:	USDA	**Length:**	3

Description:	This course is designed for mid-level managers, analysts and staff who have no previous training in cost-benefit analysis and who are in positions where a working knowledge of cost-benefit analysis is important. Participants will learn: planning framework for cost-benefit studies, types and behaviors of costs, present value concept, cost-effectiveness vs. cost-benefit, internal rate of return and OBM Circular A-94.

Course Title:	*Creative Problem Solving*	**Course No:**	45HB
Sponsor:	USDA	**Length:**	3 days
Description:	This course is intended for all employees who want to develop options for overcoming roadblocks and make practical use of creative traits and techniques. Participants will learn: to link creativity to problem solving, key stimulators and inhibitors of creativity, techniques for simulating creative on-the-job solutions, the relationship between personal creativity and productivity, and to synthesize the problem solving process to apply creative solutions.		

Course Title:	*Critical Information Systems Technologies*	**Course No:**	CST
Sponsor:	IRMC	**Length:**	5 days
Description:	This course probes the rapid advances in all aspects of information systems technology from the perspective of both the functional and the information resources manager. The course provides an overview of both the current state-of-the-art and the trends in information systems technology with particular attention to software development technologies, data management, computer systems hardware, human-computer interfaces, voice recognition, natural language understanding, collaborative technologies, telecommunications technologies, the Internet, multimedia technologies, and virtual reality.		

Course Title:	*Data Collection and Analysis*	**Course No:**	43HC
Sponsor:	USDA	**Length:**	5
Description:	This course is designed to provide participants with an understanding of what is involved in a management study or audit, the ability to collect and analyze data and the ability to develop reliable management studies or audits. Participants will learn to: design a research study, select a sampling procedure, develop effective survey tools and instruments, and apply statistical analysis to data.		

Course Title:	*Data Collection and Analysis for Administrative Staff*	**Course No:**	43FC
Sponsor:	USDA	**Length:**	4 days

Description:	This course is designed for individuals whose primary responsibility is assisting administrative and program managers in the area of collecting data. Participants will learn to: plan and execute a successful research project, write valid questionnaires, pose a hypothesis, identify problems, design a research study, correlation and regression analysis, interviewing techniques, and research techniques in the government sector.

Course Title:	*Data Management Strategies and Technologies*	**Course No:**	
Sponsor:	IRMC	**Length:**	5 days
Description:	This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of an open, enterprise-wide and state-of-the-art data architecture. It examines management issues such at the implementation of the data component of the Enterprise Architecture specified by OMB. In addition, the course covers key data management strategies and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies.		

Course Title:	*DCMC Applied Configuration Management*	**Course No:**	PTS00000001
Sponsor:	DCTED	**Length:**	5 days
Description:	This course provides participants with a working knowledge and understanding of configuration management principles and requirements. The primary concern of this course is the requirement for a technique used to design, develop, implement and operate a configuration management program. The course content is comprised of the application of technical and administrative direction and surveillance to identify and document functional and physical characteristics, and to record and report change processing and implementation status. The four basic areas of configuration management are discussed, along with Functional and Physical Configuration Audits.		

Course Title:	*Decision Making for Support Staff*	**Course No:**	45AT
Sponsor:	USDA	**Length:**	Varies

Description:	This course is intended for all office support staff who want to enhance their ability to make informed and effective decisions at work. Participants will learn to: deal with people individually and in groups, distinguish between facts and inferences, take a systematic approach to problem solving, recognize and handle decision-making situations, and ways to delegate more effectively.

Course Title:	*Defense Distribution Management Course*	**Course No:**	8B-F10
Sponsor:	ALMC	**Length:**	4 weeks
Description:	This course provides participants with knowledge of management and operational aspects of the DoD wholesale supply and distribution systems, with emphasis on the major depot functions of receipt, storage, care, distribution, and control of material. The relationship of these functions to other logistical functions is considered for application to, and association with, the integrated wholesale logistics system.		

Course Title:	*Defense Reutilization and Marketing Operations Course - Basic*	**Course No:**	8G-F1
Sponsor:	ALMC	**Length:**	15 days
Description:	This course presents the Defense Personal Property Reutilization and Marketing Program concepts, with emphasis on the detailed mechanics of basic disposal operations to include the objectives, policies and procedures involved in the reutilization, donation, sale, ultimate disposal, demilitarization, and other special processing of DoD excess and surplus personal property.		

Course Title:	*Defense Reutilization and Marketing System: An Introduction*	**Course No:**	44-80
Sponsor:	ALMC	**Length:**	Varies
Description:	This self-paced course provides an overview of the Defense Reutilization and Marketing Program. Emphasis is on program objectives, organizational structure and relationships, and the major functions and procedures for obtaining program objectives.		

Course Title:	*Defense Specification Management Course*	**Course No:**	PQM 103
Sponsor:	DAU	**Length:**	9 days

Description:	This course covers DoD management policies and procedures for development, preparation, and use of non-Government standards, commercial item descriptions, specifications, standards and related documents in the acquisition process. The course evolves from the identification of the requirement through development, application, feedback and maintenance of a document. Participants will learn to: use DoD policy for stating performance based requirements; apply techniques that promote the use of commercial products and practices; use market research to revise existing or create new documents to support acquisition; apply DoD standardization policy in managing standardization documents; and develop and apply standardization documents to meet essential user needs at best value to the Government.

Course Title:	*Defense Supply Center Contract Quality Assurance*	**Course No:**	QA000000S61
Sponsor:	DCTED	**Length:**	5 days
Description:	This course covers the development of Quality Assurance (QA) plans, procedures, strategies, and programs for DoD acquisition activities. The course outlines QA activities taken to support acquisition, inventory management, storage and maintenance executed by major procuring commands for procured items/services. The course covers the QA requirements established by the Federal Acquisition Regulation (FAR), DoD FAR Supplements (DFARS), and the DLA Directives. DLAD 4155.2, Quality Assurance Program for DLA Inventory Control Points, is used extensively.		

Course Title:	*Distribution: "The Big Picture"*	**Course No:**	MMSUP000049
Sponsor:	DCTED	**Length:**	4 days
Description:	This course provides a broad overview of the functions performed at a distribution depot and the interactions among those functions, as well as, the interactions with customers and other agencies outside the depot. Course highlights include: depot functional areas, receiving, storage/warehousing, materiel issue, inventory process, packaging, transportation, discrepancy resolution, internal/external interfaces, new programs/initiatives, total asset visibility, electronic commerce/electronic data interchange, stock availability/ownership, current DLA policy and the Distribution Standard System (DSS).		

Course Title:	*Distribution Standard System (DSS) Inquiry*	**Course No:**	MMSUP000051
Sponsor:	DCTED	**Length:**	1 day

Description:	This training will enable the student to interact with the DSS at each distribution depot to inquire about receipt of material, on-hand balances, shipping/transportation status, and screens to be used in research. The inquiry screens will be shown with explanations of each field, followed by a discussion of when and why the student would want to query each screen, and the results obtained. The students will be required to utilize DSS data to solve simulated situations typically encountered in day-to-day interactions with internal and external customers.

Course Title:	*DLA Customer Assistance Logistics*	**Course No:**	MMSUP000005
Sponsor:	DCTED	**Length:**	2 days
Description:	This course provides the participants with a broad overview of DLA logistics concepts and principles from the customer's perspective. Participants gain a complete understanding of the logistical relationship between their agencies and DLA. They receive an overview of the functions of Defense Supply Centers (DSCs), Distribution Depots, DLA Service Centers, Defense Contract Management Districts, and the telecommunications functions currently used to interface with DLA and our customers. The course covers the processing of a requisition from the customer through the DSC, and through the depot to receipt of the materiel. A DLA Customer Service Representative will be available to answer questions and discuss concerns unique to participants' activities.		

Course Title:	*DLA Security Assistance/Foreign Military Sales (FMS) Management*	**Course No:**	GEN800FMS10
Sponsor:	DCTED	**Length:**	2.5 days
Description:	This course is designed for all DLA personnel who are involved with FMS related work at DLA activities to include personnel who process requisitions, materiel release orders, reports of discrepancies/supply deficiency reports, (SA/FMS) transportation requests, etc. Participants will learn how to execute the DLA FMS mission and interface/support the foreign customer. The course covers the DLA procedures and policies for initial as well as follow-on support and delivery of FMS items to the foreign customer.		

Course Title:	*DLA Supply Management*	**Course No:**	MMSUP000002
Sponsor:	DCTED	**Length:**	14 days

Description:	This course provides basic, required training for newly assigned personnel in the supply career field. A variety of subject areas covered in DLAM 4140.2, Vol.II, are used to substantiate lesson content and provide the student with the resources necessary to perform supply functions. Emphasis is placed on the Inventory Management Specialist job functions and daily interrelationships with other functional personnel at the DSC. The participants are presented with all aspects of DLA Inventory Management covering more than 30 different subject areas relative to the Supply field.

Course Title:	*DLA Supply Management Overview*	**Course No:**	MMSUP000073
Sponsor:	DCTED	**Length:**	5 days
Description:	This course is designed to provide Defense Supply Center managers and other personnel, who specialize in career fields other than Supply Management, with a comprehensive overview of DLA Inventory Management concepts and techniques. Specific topics include: automated information systems used throughout DLA/DoD for wholesale level management, use of DLAM 4140.2, Volume II, National Inventory Record, cataloging, logistics reassignment, backorder management, discrepancy reports, standard supply control study, requirements determination, DLA supply support programs, Defense Business Operating Fund, and item closeout.		

Course Title:	*DLA Today*	**Course No:**	GEN00000S79
Sponsor:	DCTED	**Length:**	2 days
Description:	This course provides an orientation to DLA with current information on the primary functions performed by all organizations within the Agency. The course is less technical in nature than other DLA introductory courses and is presented in an interactive learning environment. Course topics include: 1) purpose and history of logistics, 2) acquisition management and provisioning, 3) cataloging, 4) requisition processing, 5) inventory management, 6) contracting and contract management, 7) storage, stock location, and inventory, 8) distribution, and 9) reutilization and marketing.		

Course Title:	*Effective Briefing Techniques*	**Course No:**	S78
Sponsor:	DCTED	**Length:**	5 days

Description:	This course is designed for personnel whose jobs require them to present briefings. Through the use of videotape, brief lectures, role playing, films, and group discussions, participants will: determine the purpose and objectives of the briefing, analyze the intended audience, and select and organize materials accordingly; deliver briefings that instruct, inform, motivate, or persuade the audience; critique briefing deliveries using a constructive evaluation formula; complement briefings with visual aids; give and receive constructive criticism from the instructor and other participants; improve listening skills and learn how to make others listen to you; and practice handling questions from a hostile or negative audience.

Course Title:	*Effective Communication with Customers*	**Course No:**	45CE
Sponsor:	USDA	**Length:**	2 days
Description:	This course is intended for professionals who want to successfully interact with their internal and external customers, become better team players, and handle a variety of personalities at work. Participants will learn: how effective communication leads to quality service, enhanced listening skills, to create stronger relationships with others by recognizing their needs, to develop flexibility to handle requests, problems and complaints, and to spot important verbal and nonverbal cues.		

Course Title:	*Effective Writing*	**Course No:**	S73
Sponsor:	DCTED	**Length:**	4 days
Description:	This course is designed for personnel whose job requires them to write letters or reports, and who need refresher training in grammar usage and writing skills. The course teaches participants specific techniques for organizing and presenting written material in a manner which will result in the desired reader reaction. Participants learn the principles of shortness, simplicity, strength, and sincerity. The course includes a review of basic grammar, mechanics of writing, and certain syntax problems. Participation in writing and editing exercises is stressed.		

Course Title:	*Emerging Information Technology*	**Course No:**	43NX
Sponsor:	USDA	**Length:**	2

Description:	This is a non-technical course about technology intended for anyone seeking a broader awareness of the latest technology and how it is impacting organizations and work. Participants will learn to understand the functionality of new information technology and how each might be used to rethink how work is done and to evaluate the role of open systems architecture as a means of enhancing interoperability among information systems and users.

Course Title:	*Ethics And Integrity In Government Acquisition*	**Course No:**	43PG
Sponsor:	USDA	**Length:**	1
Description:	This course is designed for federal acquisition officials, program officials or others who need to know federal rules on ethics and integrity in government contracting. Participants will: understand the standards of conduct for federal acquisition officials; evaluate real-life situations, identify potential ethical problems and conflicts of interest, and recommend appropriate behavior for contracting personnel; and state the rules governing the most prevalent potential areas of conflict, including acceptance of gratuities, maintaining impartiality and the disclosure of procurement information.		

Course Title:	*Evaluating Strategic Alternatives With Modeling and Simulation*	**Course No:**	MAS
Sponsor:	IRMC	**Length:**	5 days
Description:	This course explores the use of modeling and simulation as a decision-making tool in evaluating alternate approaches to the design, development and operation of core business processes. It features the use of both process simulation and system dynamics simulation methods in gaining insight into the complex interrelationships found in personnel, logistics, maintenance, customer service, and financial processes. This course provides sufficient insight into the underlying technology to ensure that the student has a grasp of the inherent capabilities and limitations of simulation. Hands-on experience in using modern PC-based simulation development environments is an integral part of the course.		

Course Title:	*Executive Acquisition Logistics Management*	**Course No:**	LOG304
Sponsor:	DAU	**Length:**	9 days

Description:	Participants will acquire an understanding of the complex relationships between logistics support planning, acquisition policy requirements determination, program management, contracting and Government funds management. Acquisition reform issues will be explored as they pertain to acquisition logistics. Topic areas covered include: integrated product and process development, sustainment, determination of logistics requirements, program management, contracting for logistics, reliability, maintainability, availability, test and evaluation, PPBS, and logistics for foreign military sales.

Course Title:	*Executive Writing*	**Course No:**	52JQ
Sponsor:	USDA	**Length:**	1 day
Description:	This course is designed for managers and executives who prepare written communication or evaluate the writing of others. Participants will learn: organizing written material; preparing effective memos and letters; reviewing and evaluating the writing of others; how to use organization patterns that enhance clarity and conciseness; and key grammatical principles.		

Course Title:	*Federal Budget Process*	**Course No:**	43AP
Sponsor:	USDA	**Length:**	2 days
Description:	This course is intended for budget officers, program managers, program officers, administration officers, auditors and other professionals that require a solid foundation in the overall budget process. Participants will learn to: identify the major phases and timing in the budget process and describe the principal participants; explain the importance of political relationships (both internal and external to your agency) as key components of budget formulation; describe the respective roles of the Office of Management and Budget, General Accounting Office, Congressional Budget Office, and the inspectors general of the Executive Branch in the budget process; identify current issues that affect the Congressional phase of the federal budget process and the inherent instability of the process; and describe the relationship of the review and audit activities on future budget formulation.		

Course Title:	*Federal Catalog System (FCS) Overview for Non-Cataloger Personnel*	**Course No:**	
Sponsor:	DLIS	**Length:**	4
Description:	This course provides an overview of the FCS and logistics processes. The intent is to provide non-cataloger personnel with the background of cataloging, how the data gets into the database and how to interpret the data through Logistics Remote Users Network (LOGRUN) extracts. This course is specifically designed for the non-cataloging logistician.		

Course Title:	*FinListics: Financial Logistics Workshop*	Course No:	TLI-133
Sponsor:	The Logistics Institute at Georgia Tech	Length:	2 days
Description:	FinListics is a methodology for measuring the impact of changes in logistics practices on overall financial performance. FinListics helps develop senior management's view of the financial benefits of logistics, therefore highlighting logistics potential for improving shareholder value. Finlistics focuses on the management and measurement of: logistics operating costs; on-going logistics capital charges needed to support investment; and sales growth from improved logistics practices.		

Course Title:	*Fundamentals of Cost Analysis Course*	Course No:	BCF 101
Sponsor:	ALMC	Length:	3 weeks
Description:	This course enables DoD personnel new to the cost estimating field to prepare materiel system life cycle cost estimates. The course covers DoD policies governing these estimates and the techniques used in their preparation. Topics include a statistics review, regression analysis, learning curves, risk analysis, software cost estimating, exploratory data analysis, inflation adjustments, cost as an independent variable (CAIV), analysis of alternatives (AOA), contract cost structure, earned value, cost estimation for budget preparation, and economic analysis.		

Course Title:	*Fundamentals of Systems Acquisition Management*	Course No:	ACQ 101
Sponsor:	DAU	Length:	9 days
Description:	This course provides an overview of the DoD systems acquisition process including the basics of system acquisition program management and the developmental life cycle of a system from inception to disposal. Participants will be able to: explain the fundamental precepts and bases of Defense systems acquisition management; explain the diverse, interrelated and changing nature in the different disciplines of Defense systems acquisition management; explain the regulations and governing structures of Defense acquisition management.		

Course Title:	*Government-Wide Commercial Purchase Card*	Course No:	43PE

Sponsor:	USDA	**Length:**	1 day
Description:	This course is designed for federal employees who are not procurement officers, and need to make small purchases using the Government-wide Purchase Card. Participants will learn: to properly use the Government-wide Commercial Purchase Card to buy routine supplies and services, procedures for using the Government-wide Commercial Purchase Card service, basic small purchase and procurement procedures under the simplified acquisition methodology, to implement the model procedures for using the Card, and to recognize improper use of the Card.		

Course Title:	*Grammar and Usage Workshop*	**Course No:**	45DM
Sponsor:	USDA	**Length:**	3 days
Description:	This course is recommended for individuals who want to enhance or refresh their understanding of the rules of standard English grammar. Participants will learn: correct and incorrect ways to construct sentences, parts of speech and their functions, to use transitional words, phrases and punctuation marks, to eliminate unnecessary words and phrases, and to handle abbreviations, quotations and capitalization.		

Course Title:	*Hazardous Communication Standard*	**Course No:**	DCPSO00R501
Sponsor:	DCTED	**Length:**	2 days
Description:	This course is designed to make personnel aware of the chemicals they may be exposed to in their work areas and the protective measures that they should take to prevent adverse effects from these chemicals. The course highlights include: Occupational Safety and Health Administration (OSHA) hazard communication standard; introduction to Material Safety Data Sheets (MSDS); MSDS physical and health hazard information; OSHA compliant labels; hazardous chemical inventories; and categories of hazardous material.		

Course Title:	*Influence Strategies for Team Leaders*	**Course No:**	52LG
Sponsor:	USDA	**Length:**	2 days
Description:	This course is designed for team leaders, managers, HR professionals, and internal consultants who want to build lasting coalitions and influence their organization. Participants will learn: partnering strategies; how to deal with political reality; power dynamics in organizations; how to develop networks of influence and build coalitions; effective and ineffective uses of power; how to exercise influence without relying on positional power; and advanced win-win negotiations.		

Course Title:	*Information Technology Capital Planning*	**Course No:**	MTI
Sponsor:	IRMC	**Length:**	5 days

| **Description:** | This course focuses on state-of-the-art strategies for IT Capital Planning, with an emphasis on assessing and managing information technology (IT) as an investment. The three phases of the IT investment management process are considered: selection of proposals, control of on-going projects, and post-implementation (existing systems) assessments. The relationship of IT performance measures to mission performance measures is explored. The course examines the roles of the CIO and other managers in developing IT assessment criteria and considers how the criteria are used in IT capital planning and in managing the IT portfolio. |

Course Title:	*Information Technology Contracting*	**Course No:**	CON 241
Sponsor:	DAU	**Length:**	10 days
Description:	Participants will learn to: perform all contracting functions concerning the acquisition of IT resources; use statutes, OMB circulars, DoD instructions and make ethical decisions applicable to an IT acquisition; review data used in the development of an acquisition plan for IT resource acquisition; select the appropriate method of acquisition for each type of IT resource acquisition; describe the function of integrated product teams (IPTs) and how they affect the development of the solicitation for each type of IT resource acquisition; use the processes for source selection and performance based contracting; evaluation and select a program for award; and apply contract performance monitoring necessary for the resultant contract.		

Course Title:	*Information Technology Planning for the Program Manager Staff*	**Course No:**	43NK
Sponsor:	USDA	**Length:**	1 day
Description:	This course is designed for program managers and their staff, or anyone seeking to use information technology as part of an overall strategy for enhancing mission effectiveness, customer service and quality. Participants will learn to: develop the skills to improve quality, service and productivity when faced with shrinking staff and reduced budgets; focus on the program manager's leadership role in information technology planning; look at information technology planning as a comprehensive, enterprise-wide process aimed at enhancing organizational effectiveness in an increasingly complex and demanding public environment; make the functional connections between strategic management of information resources, the five-year IM plan as required by OMB Circular A-130 and the annual performance plan as required by the GPRA; and develop a framework for mission-driven information management planning with related enterprise, functional business unit and information infrastructure planning.		

Course Title:	*Information Visualization*	**Course No:**	INV

Sponsor:	IRMC	**Length:**	5 days

Description:	This course focuses on visualizing information and displaying complex information and relationships. This course combines interdisciplinary contributions from graphical semiology, cognition, creativity, information and graphic design, advertising, and visualization technology to examine information visualization approaches and techniques. Emphasis is placed on applying information visualization to the key leadership and managerial tasks of communicating complex information (e.g., performance metrics, analytical results) to enhance or accelerate organizational learning.

Course Title:	*Intermediate Acquisition Logistics*	**Course No:**	LOG 201
Sponsor:	DAU	**Length:**	15 days

Description:	This course provides a hands-on approach for building acquisition logistics skills. Major areas of study include: emerging acquisition logistics concepts, policies, constraints and other considerations; integrated product and process development; logistics interface with systems engineering; market investigations; supportability analysis; logistics test and evaluation; maintenance planning and other supportability element requirements; configuration management interface; life cycle costing; overall program supportability planning; and contracting for acquisition logistics.

Course Title:	*Intermediate Information Systems Acquisition*	**Course No:**	IRM 201
Sponsor:	DAU	**Length:**	14 days

Description:	Participants will learn to: explain the concepts and terminology that comprise the major information systems acquisition management processes and how the processes interact; define the roles, activities, and relationships of DoD, other government entities, and industry that participate in and affect the acquisition process; develop the management skills needed to effectively and efficiently use people, money, facilities, information, and time in the accomplishment of information systems acquisition objectives; and recognize internal and external factors which influence and constrain the information systems acquisition process and understand how to deal with these factors in light of risk, uncertainty and change.

Course Title:	*Intermediate Software Acquisition Management*	**Course No:**	SAM 201
Sponsor:	DAU	**Length:**	14 days

Description:	Participants extend their knowledge of current best practices and critical success factors for software acquisition by actively applying concepts and tools of risk management and project management, to include plans for defining procurement requirements, vendor qualification, evaluation of proposal evaluation criteria, and creation and evaluation of documentation relevant to software acquisition. Participants will learn to: apply acquisition strategies used for software and software-intensive systems; define the concepts of software architecture and systems architecture; describe program software life cycle planning and test program planning factors; apply requirements management and risk mitigation; define software acquisition; and explain the roles of Domain Analysis and modeling in requirements analysis.

Course Title:	*Intermediate Systems Acquisition*	**Course No:**	ACQ201
Sponsor:	DAU	**Length:**	17 days
Description:	This course provides journeymen students from the DAWIA functional career paths a comprehensive and integrated view of the DoD systems acquisition management, technical, and business processes. Participants will learn to: understand the specialized terminology, concerns, policies and roles of the primary acquisition participants; cooperate in a multi-functional, synergistic environment; and accept empowerment necessary to implement the concept of integrated product and process development.		

Course Title:	*Intermediate Systems Planning, Research, Development, and Engineering*	**Course No:**	SYS 201
Sponsor:	DAU	**Length:**	10 days
Description:	This course covers steps in the system engineering process, requirements analysis, functional analysis and allocation, synthesis, and systems analysis/control. Participants will learn to: initiate, execute, and monitor science and engineering acquisition activities; forecast staffing budget requirements; assist in the integration of technical activities performed by multiple agencies; execute and evaluate the technical development activities proposed by industry sources; and ensure the technical integrity of the operational system.		

Course Title:	*International Security and Technology Transfer/Control*	**Course No:**	PMT 203
Sponsor:	DAU	**Length:**	5 days
Description:	This course is designed to develop the skills necessary to participate effectively in an international defense acquisition program. Emphasis is placed on non-acquisition agency concerns with foreign disclosure, technology transfer, information control, and security implications within international defense acquisition programs. Participants will understand international security and technology transfer/control policies, controls and documentation.		

Course Title:	*International Standards Organization (ISO) 9000 Applications*	Course No:	QA000ISO001
Sponsor:	DCTED	Length:	3 days
Description:	This course is designed for all military and civilian personnel in acquisition who, in various functional areas, are currently working on or have input to contracts where higher level quality requirements are called out. This course provides comprehensive coverage of ISO 9000 terminology, the objectives and intent of the ISO 9000 series standards, and the interrelationship between the ISO and the American National Standards Institute, American Society for Quality (ANSI/ASQ) 9000 series standards. The content of this course also discusses DoD policy as it relates to the ISOs, the use of commercial quality systems, and the impact of the ISO 9000 series standards upon acquisition and contract administration process.		

Course Title:	*Interpersonal Communications*	Course No:	45AS
Sponsor:	USDA	Length:	2 days
Description:	This course is recommended for all employees who want to develop their interpersonal skills to better communicate knowledge to others. Participants will learn: competencies for resolving conflict, proven techniques for negotiating effectively in difficult situations, tips for working harmoniously and productively with others, and to use tact and diplomacy in the workplace.		

Course Title:	*Introduction to Computer Program Design*	Course No:	IST 153
Sponsor:	NVCC	Length:	Varies
Description:	This course teaches design of programming solutions to common processing problems in information systems. The course surveys methods and styles of structured modular design using recognized design tools.		

Course Title:	*Introduction to Configuration Management*	Course No:	SYS 028
Sponsor:	AFIT	Length:	2.5 days

Description:	This course provides an overview of the basic philosophy and practices of configuration management for personnel involved in the acquisition, support, and/or operation of Air Force systems, equipment, and computer programs. However, it relates primarily to the activities involving configuration management as a part of the development/acquisition process. This course covers the basic policy and procedures of configuration management as outlined in DoD directives, in AF regulations and pamphlets, and in military standards and specifications. Also covered are the basic philosophy and tailored application of configuration management though only as a seminar course; the course material is presented on videotape. Presentations are intended to be covered in five 4-hour sessions.

Course Title:	*Introduction to Contracting*	**Course No:**	43PC
Sponsor:	USDA	**Length:**	5 days
Description:	Participants will learn to: list and describe the goals of the acquisition process in terms of quality, timeliness and cost; explain potential tradeoffs to minimize risks, accomplish socioeconomic goals, maximize competition and maintain integrity; assure that supplies and services are delivered when and where specified and that supplies and services conform to the contract terms and conditions; list and discuss the roles of the legislative, executive and judicial branches of government relative to federal acquisition and describe the roles and responsibilities of acquisition personnel within the agency; describe the major function of the three phases of the acquisition process and state the primary business issues related to each function; understand what constitutes a modification, termination and claim; and describe examples of activities that are prohibited under the standards of conduct.		

Course Title:	*Introduction to Defense Financial Management*	**Course No:**	ALMC 61-2
Sponsor:	ALMC	**Length:**	5 days
Description:	This course encompasses defense financial systems and controls to include: financial laws; PPBS; defense appropriations; working capital funds; review and analysis; accounting; audit; and productivity programs.		

Course Title:	*Introduction To Employee Development*	**Course No:**	42LA

Sponsor:	USDA	**Length:**	3
Description:	This course is designed to provide participants with a comprehensive understanding of human resource development (HRD), its purpose, its limitations, the skills and knowledge required of its practitioners, and the emerging role of HRD in the successful accomplishment of organizational missions and goals. Participants will learn: the changing roles of HRD in government; legal requirements and policy guidance in federal employee training and development; the emerging focus on performance and on the trainer as performance technologist; the trainer's role as management consultant and business partner; and the value of a systematic approach to performance needs analysis and instructional development.		

Course Title:	*Introduction to Information Technology*	**Course No:**	43JA
Sponsor:	USDA	**Length:**	3 days
Description:	Participants will learn to: understand the discipline of information technology; use the vocabulary of information technology; work with information as a foundation to other information-related pursuits; and realize the future potential of information in today's technological world.		

Course Title:	*Introduction to Management Analysis (Version I)*	**Course No:**	43GH
Sponsor:	USDA	**Length:**	4 days
Description:	This course is designed for employees who anticipate doing elementary management analysis, such as management technicians supervisors, administrative assistants and support staff who work with management analysts. Participants will develop fundamental tools for analysis which will allow them to conduct basic studies and brief management on findings. This course is an overview of management analysis.		

Course Title:	*Introduction to Microcomputer Software*	**Course No:**	IST 117
Sponsor:	NVCC	**Length:**	Varies
Description:	This course provides a working introduction to microcomputer software, fundamentals, and applications including operating systems, word processing, spreadsheet, and database software.		

Course Title:	*Introduction To Risk Assessment*	**Course No:**	52RA
Sponsor:	USDA	**Length:**	4
Description:	Participants will benefit by acquiring a practical risk assessment skills to maximize their potential, understanding the foundations and concepts of risk assessment, and becoming part of a network of risk assessment practitioners. Participants will learn: the concepts and terminology associated with risk assessment; today's qualitative and quantitative risk assessment tools; and how to apply these tools to real life situations.		

Course Title:	*Introduction to Security Assistance On-Site Course*	**Course No:**	SAM-OS
Sponsor:	DISAM	**Length:**	3 days
Description:	This course is designed to provide an overview of security assistance programs and their legislative requirements; a familiarity with the FMS process; contractual and acquisition aspects, financial management, and logistics systems policies and procedures which apply to Foreign Military Sales. Course topics include: security assistance legislation and policy, FMS process, FMS agreements/terms and conditions, amendments and modifications, a comparison between direct commercial and foreign military sales, FMS logistics, and FMS financial aspects.		

Course Title:	*Introduction to Telecommunications*	**Course No:**	IST 212
Sponsor:	NVCC	**Length:**	Varies
Description:	This course surveys data transmission systems, communication lines, data sets, network, modes of transmission, protocols, and interfacing. The course emphasizes network structure and operation and focuses on the application of telecommunications to real-world problems.		

Course Title:	*Inventory Control Points (ICP)/ Distribution Interface*	**Course No:**	MMSUP000042
Sponsor:	DCTED	**Length:**	5 days

Description:	This course identifies the logistical interface between the Defense Supply Centers (DSCs) and Defense Distribution Depots (DDDs). Highlights include functions of a DDD as a result of DSC activity and the corresponding depot response. Specific course topics include: system structure and organization, functions of a DDD, due-in receipt processing and evaluations, discrepancy reporting, shelf life, physical inventory accountability and activity, materiel management and maintenance, transportation and the Uniform Materiel Movement and Issue Priority Systems (UMMIPS), and stock positioning.

Course Title:	*Inventory Theory I*	**Course No:**	MMSUP000008
Sponsor:	DCTED	**Length:**	4.5 days
Description:	This course is designed to first review and then, through the use of case studies, to expand upon the Supply Management concepts involved in the following areas: 1) inventory theory, 2) assertive item management, 3) Automated Information System (AIS) overview, and 4) commodity family relationships.		

Course Title:	*Inventory Theory II*	**Course No:**	MMSUP000035
Sponsor:	DCTED	**Length:**	3 days
Description:	This course is the second part of inventory theory training. It is designed to provide a brief review, and then through the use of interactive exercises and case studies, expand upon the Supply Management concepts involved in the following subject areas: 1) requisition processing, 2) additive requirements, 3) procurement initiatives, 4) inventory accounting, and 5) total asset visibility.		

Course Title:	*Jump Starting High Performing Teams*	**Course No:**	52LS
Sponsor:	USDA	**Length:**	2 days
Description:	This course is intended for managers, team leaders, team members, and work groups. Participants will learn: the characteristics of high-performing teams, skills for "straight up" responding and effective listening, to understand the elements of team effectiveness, your conflict style and how to handle disagreement among team members, decision making and problem solving in a group setting, and to collectively design methods to improve team performance.		

Course Title:	*Leadership for the 21st Century*	**Course No:**	LDC
Sponsor:	IRMC	**Length:**	5 days

Description:	This course examines 21st century leadership and organization. It describes the successful 21st century leader and organization as constantly learning and adapting to an increasingly complex, changing and information-rich environment. Emphasis is placed on "out-of-the-box thinking," individual and organizational innovation, and the processes and structures that enhance an organization's ability to learn, adapt and compete in the information age. The course also explores the role of information and technology in the 21st century organization; the relationships among learning, change and strategic planning; and the new abilities required for leading in the 21st century.

Course Title:	*Logistics Investment Leadership*	**Course No:**	TLI-136
Sponsor:	The Logistics Institute at Georgia Tech	**Length:**	
Description:	Focus on increasing financial performance is the mantra of companies world-wide. An increasing number of companies are using logistics as a powerful tool in an attempt to increase shareholder value. Unfortunately, many logistics business cases look good on paper but only a very small percentage deliver the promised financial benefits. This hands-on workshop lets you apply best practices in developing logistics business cases. You will apply an investment process that focuses on: replacing emotions with analytics; identifying and managing critical success factors and risks; improving forecasts; performing reality checks; and monitoring and sharing performance.		

Course Title:	*Logistics Short Course*	**Course No:**	TLI-105
Sponsor:	The Logistics Institute at Georgia Tech	**Length:**	5 days
Description:	This course is designed to be an overview of contemporary logistics management and technology issues. Each year, world-class speakers are invited to share lessons they have learned in all aspects of logistics. Day one is devoted to logistics management; day two to transportation and distribution; day three to warehouse and distribution center operations; day four to logistics technology; and day five to future logistics trends. One afternoon is set aside for an industry site visit.		

Course Title:	*Management Analysis Planning*	**Course No:**	43GH

Sponsor:	USDA	**Length:**	4 days
Description:	This course teaches the fundamentals of planning and preparing a valuable management analysis study for the organization. Participants will learn to: understand and plan a system using FAST (Functional Analysis Systems Technique); include multiple dimensions in decision-making (Weighted Ranking Technique); plan and schedule a project via milestones and charts (e.g., Gantt, precedent diagrams and time-scale); use decision trees to organize data and make recommendations; and develop a thorough and complete study proposal.		

Course Title:	*Management Development Seminar: Leading Organizations*	**Course No:**	
Sponsor:	OPM Management Development Center	**Length:**	2 weeks
Description:	In this seminar, participants will be energized to achieve superior levels of organizational excellence and significantly invigorated in their ability to deal with the day-to-day challenges of their workplace. Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees, and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others, and create a work environment that values diversity.		

Course Title:	*Managing Information Architectures and Infrastructures*	**Course No:**	ARC
Sponsor:	IRMC	**Length:**	5 days
Description:	This course examines the architectural responsibilities of the Chief Information Officer (CIO) as outlined in recent legislation and directives. The importance of architectures in process redesign, the reuse of corporate assets, and the building of new ventures is stressed. The course introduces a wide range of architectures and discusses the managerial issues involved in each type. Among the topics covered are the importance of integrated and interoperable C4I systems, acquisition life cycle issues, common operating environments and the position of standards, open systems, and COTS in achieving architectural consistency.		

Course Title:	*Managing Information Security - Advanced Topics*	**Course No:**	SAT

Sponsor:	IRMC	**Length:**	5 days
Description:	This course provides an in-depth examination of the major issues confronting practitioners and technical managers in the field of information security. Among the advanced topics covered are: public key infrastructures, current attack methodologies, new approaches to securing electronic commerce, how to build a secure web site, database security, security in networks and distributed systems, administering and analyzing security, information assurance and a comprehensive presentation of how to achieve business continuity. Attention is also given to protecting the information component of critical national infrastructures and defending it against warfare attacks.		

Course Title:	*Managing Information Security in a Networked Environment*	**Course No:**	SEC
Sponsor:	IRMC	**Length:**	5 days
Description:	This course provides an executive-level perspective on protecting computer-based information in a modern networked environment. The course covers a wide range of topics including: basics of information security, the nature of the threat, computer crime, trusted systems, network security technology, encryption, electronic commerce and the Internet, legal and privacy issues, infrastructure security, and emerging security technologies. The course also addresses strategies for developing a sound security policy and defines the role of management in promoting employee security awareness and performing risk analysis.		

Course Title:	*Managing Multiple Priorities*	**Course No:**	45MP
Sponsor:	USDA	**Length:**	1 day
Description:	This course is for all employees who want to learn skills to handle increased workloads and competing assignments. Participants will learn to: set goals and track progress, prioritize multiple assignments, delegate skills, arrange work space to become more productive, manage paper, and handle professional challenges with confidence.		

Course Title:	*Managing Training For Results*	**Course No:**	42LN
Sponsor:	USDA	**Length:**	2
Description:	This course is designed for managers, training professionals and others involved in managing staff or monitoring private contractors who develop or deliver training for the organization. Participants will learn: Kirkpatrick's four levels of training evaluation; results-based needs analysis; methods for evaluating participant reaction to training; essentials of writing behavioral objectives; techniques for measuring change in behavior; and procedures for evaluating training results.		

Course Title:	*Marketing And Sales In Entrepreneurial Government Organizations*	**Course No:**	45EG
Sponsor:	USDA	**Length:**	2
Description:	Participants will benefit from this course by learning to: use a proven marketing process to increase sales of government products and services; know how to target customers, price competitively, and develop promotional items; increase competitive advantage; and effectively manage new revenue sources. Course topics include: why organizations can no longer operate in the same way; why government organizations need to market; how to develop and implement a strategic marketing plan; barriers to overcome; how to enhance your marketing power and skills; skills necessary to gain a competitive advantage; prospecting for new business; and facilitative and consultative skills.		

Course Title:	*Material Acquisition Management Course*	**Course No:**	ALMC-ML
Sponsor:	ALMC	**Length:**	7 weeks
Description:	This course provides a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers national policies and objectives shaping the acquisition process and how those policies and objectives are implemented by the Army. Areas of coverage include acquisition concepts and policies; research, development, test and evaluation; financial and cost management; integrated logistics support; force modernization; production management; and contract management.		

Course Title:	*Measuring Results of Organizational Performance*	**Course No:**	MOP
Sponsor:	IRMC	**Length:**	5 days

Description:	This course provides strategies and techniques for assessing performance results of an organization as part of a strategic planning or budgeting process, to meet regulatory oversight requirements (e.g., GPRA, Clinger-Cohen Act), or to assess a large-scale performance improvement initiative. Using guidelines and experiences by DoD and other government agencies in their attempts to measure performance results, the course extracts lessons learned concerning approaches and resource requirements to establish and validate performance measurement instrumentation, collect and organize performance data, as well as to analyze and report results. Special emphasis in the course in given to the assessment of customer satisfaction, other organizational outcomes, information management, and technological issues surrounding performance measurement.

Course Title:	*Microcomputer Application in Business*	**Course No:**	BUS 226
Sponsor:	NVCC	**Length:**	Varies
Description:	This course provides a practical application of software packages. It offers a working knowledge of spreadsheets, word processing, database management, outlining, and graphics. It includes the use of programs in accounting techniques, word processing, and management science application.		

Course Title:	*Microcomputer: Operating Systems, Architecture, and Hardware*	**Course No:**	IST 220
Sponsor:	NVCC	**Length:**	Varies
Description:	This course focuses on microcomputer operating systems, architecture, internal functions, and peripheral equipment interfaces. The course teaches memory management, instruction and data formats, basic operating system architecture, and interaction with user software.		

Course Title:	*Multinational Program Management*	**Course No:**	PMT 202
Sponsor:	DAU	**Length:**	5 days
Description:	This course is designed to develop the skills necessary to participate effectively in an international defense acquisition program. Emphasis is placed on the U.S. Policy of encouraging armaments cooperation and enhancing rationalization, standardization, and interoperability (RSI) with allies. Key national, DoD and service policies on international cooperative development, production and support will be explored.		

Course Title:	*Negotiating Techniques*	**Course No:**	52JM
Sponsor:	USDA	**Length:**	2 days

Description:	This course is intended for professionals who need to negotiate successfully to secure resources, achieve goals, cut costs, and arrive at solutions. Participants will learn to: apply the no-fault negotiation formula, use multiple negotiating strategies, assess the conflict management styles of others, techniques for framing and reframing issues, distinguish between negotiation, mediation and arbitration, apply interest-based negotiating methods, and the role of truth-telling and empathy in negotiations.

Course Title:	*New World of the CIO*	**Course No:**	NWC
Sponsor:	IRMC	**Length:**	5 days
Description:	This course provides a broad-based summary of duties of a Chief Information Officer. Using recent legislation as back-drop, the course examines both explicit and implicit functions of the CIO. The primary focus is on how these laws, as well as current policy and best business practices should be applied when planning, acquiring, managing, and using information resources. The course provides a comprehensive examination of information management in the Federal Government with emphasis on the increasing dependency of the agency on information technology as the primary means of improving mission performance and service delivery while sustaining budget and staffing reductions.		

Course Title:	*Operating System and Software Utilities I*	**Course No:**	IST 104
Sponsor:	NVCC	**Length:**	Varies
Description:	This course teaches commonly used internal and external commands including use of subdirectories and creating basic batch files.		

Course Title:	*Organizational Behavior*	**Course No:**	BUS 201
Sponsor:	NVCC	**Length:**	Varies
Description:	This course is a behaviorally oriented course combining the functions of management with the psychology of leading and managing people. It focuses on the effective use of human resources through understanding human motivation and behavior patterns, conflict management and resolution, group functioning and process, the psychology of decision-making, and the importance of recognizing and managing change.		

Course Title:	*Performance Measurement: Financial and Program Evaluation*	**Course No:**	43EB
Sponsor:	USDA	**Length:**	2 days

Description:	This course is designed for professionals involved in the performance measurement, strategic planning or financial measurement process. Participants will learn: the performance measurement process, the benefits of performance measurement, and how to evaluate and report performance progress.

Course Title:	*Price Analysis*	**Course No:**	43FK
Sponsor:	USDA	**Length:**	5
Description:	This course is designed for contract specialists and other personnel who participate in analyzing prices for sealed bidding or for negotiation under Parts 14 and 15 of the Federal Acquisition Regulation. Participants will learn to: determine the seller's pricing objectives and strategies and develop the government's price objective; review and evaluate purchase requests, acquisition histories and market research data; develop strategies for improving the schedule and the business terms and conditions; determine certified cost or pricing data requirements and review exemptions and waivers to certified cost or pricing data; select and apply price-related factors for award; compare prices and calculate the should-pay price; and make price-related decisions in sealed bidding and negotiated acquisitions.		

Course Title:	*Professional Secretaries Seminar*	**Course No:**	45HQ
Sponsor:	USDA	**Length:**	1 day
Description:	This course is designed for all secretaries, office managers, administrative assistants and support staff who want to enhance their careers and sharpen their skills. Important new topics are selected each year. Participants will learn: self-development skills to enhance their careers, new workplace trends, and motivational ideas and approaches to their jobs.		

Course Title:	*Project Management*	**Course No:**	43GY
Sponsor:	USDA	**Length:**	4 days
Description:	This course is appropriate for professionals managing a major project. Participants will learn: effective scope, time and cost management, sound project integration, project quality management, project human resource management, project communication management, project risk management, and project procurement management.		

Course Title:	*Project Management Skills For Superior Team Performance*	**Course No:**	52MH
Sponsor:	USDA	**Length:**	3 days

Description:	This course is designed for managers, teams, project groups and all individuals who want to manage their work and projects collaboratively in a team-based environment. Participants will learn: how to collaboratively manage work and projects; conflict management techniques; essentials of project and team success; technological and human resources available to teams; techniques to build and maintain project success; activity-based costing; and developing appropriate project control mechanisms.

Course Title:	*Reengineering in the Public Sector*	**Course No:**	52ET
Sponsor:	USDA	**Length:**	2 days
Description:	Participants will learn: key environmental factors driving reengineering in the federal government; relating reengineering to effective management and reinvention; assessing your workplace and challenging assumptions; strategies for implementing newly redesigned processes; barriers to reengineering and how to deal with them; and additional resources to help you achieve a reengineering effort.		

Course Title:	*Reengineering Organizational Processes*	**Course No:**	LTO
Sponsor:	IRMC	**Length:**	5 days
Description:	This course examines strategies, processes and resources for significantly improving organizational performance and highlights the potential contribution of new and emerging technologies. The course contrasts incremental performance improvement versus fundamental discontinuous organizational change. It provides a management perspective of the capabilities of technologies that are expected in the next few years to change the way federal agencies achieve their missions. The course focuses on techniques and available resources for redesigning work processes to take full advantage of these new technologies and for gaining commitment from both sponsors and users to make change work.		

Course Title:	*Relational Databases: Design, Tools and Techniques*	**Course No:**	382
Sponsor:	Learning Tree International	**Length:**	4 days
Description:	Participants will learn how to: work confidently in a relational database environment; develop a data model to describe an application's data; design a relational database using data modeling and normalization; access data in a relational database using SQL; work with a relational database in a client/server environment; and address the most important performance and quality issue first, i.e., database design. This course provides a comprehensive foundation for designing, building and working with relational databases, enabling participants to understand and use commercially available relational database management system products effectively.		

Course Title:	*Report Writing*	Course No:	45DD
Sponsor:	USDA	Length:	3 days
Description:	This course is recommended for all professionals who need to write logical and user-friendly reports. Participants will learn to: get past writer's block, incorporate research into the report, choose the right style and tone, organize the report logically, pinpoint what the reader needs to know, limit the scope of reports, and use appropriate punctuation and sentence structure.		

Course Title:	*Residential Workshop for Administrative Support Staff*	Course No:	45DR
Sponsor:	USDA	Length:	Varies
Description:	This workshop is intended for professional and executive secretaries, assistants and all administrative and clerical staff who want to learn valuable skills that will benefit their careers, organizations, and supervisors. New topics are selected each year to address the changing needs of executive and professional support staff. Participants will learn to: get more satisfaction from their jobs, improve their personal work styles, realize their full potential, and demonstrate a readiness for more responsibility.		

Course Title:	*Security Assistance Management Course Financial Management*	Course No:	SAM-CF
Sponsor:	DISAM	Length:	5
Description:	This course is designed to provide personnel who are directly involved in or concerned with foreign military sales pricing, funds management, and billing a comprehensive understanding and application of the policies, methods, systems and actions necessary for the effective financial management of FMS cases. The course encompasses a broad variety of topics including the Arms Export Control Act and other statutory requirements; DoD implementing directives and manuals; FMS pricing of materiel and services; flow and accounting of funds; the FMS trust fund; obligation and expenditure authority; payment schedules; performance reporting and reimbursement, including the FMS Delivery Transaction; FMS Billing Statement (DD Form 645), DFAS-DE/I feedback reports, the Defense Integrated Financial System (DIFS), case reconciliation, and closure.		

Course Title:	*Security Assistance Management Course Program/Case Management*	**Course No:**	SAM-CM
Sponsor:	DISAM	**Length:**	5

Description:	This course is designed for personnel who are directly involved in or concerned with the approval, negotiation, coordination and management of Foreign Military Sales (FMS) programs and cases involving major end items or follow-on support. The course encompasses a broad variety of topics including pertinent applications of the Arms Export Control Act and other statutory requirements; DoD and service implementing directives and instructions such as the Security Assistance Management Manual (SAMM) (DoD 5105.38-M), AR 12-1 and 12-8, NAVSUP 541, and AFMAN 16-101; FMS policy, program requirements, and management actions; and available automated information systems. The course emphasizes the organizational relationships between the primary program manager in each Military Department and the supporting service commands, as well as those between the primary program manger and other DoD, State Department, and customer offices.

Course Title:	*Senior Acquisition Course*	**Course No:**	ACQ401
Sponsor:	ICAF (DAU)	**Length:**	10 months

Description:	This course is the preeminent course for members of the Acquisition Corps. The course is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community. This course consists of the entire 10-month ICAF curriculum enhanced for designated acquisition students through four major elements: 1) the multi-disciplinary core curriculum includes major acquisition management issues; 2) two mandatory Acquisition Policy Advanced Studies provide students with focused, in-depth lectures, seminars and field trips on key acquisition topics and policy issues; 3) a wide array of elective courses covering all aspects of acquisition management is available; and 4) all students are given the opportunity to undertake a major research project.

Course Title:	*Software Cost Estimating Course*	**Course No:**	BCF 208
Sponsor:	ALMC	**Length:**	8.5 days

Description:	This course is designed for cost analysts and others whose duties should include estimating the cost of software development and maintenance efforts or reviewing such estimates. Topics in the course include software life cycle management, architecture, interoperability, software development paradigms, software design approaches, metrics, capability evaluations, risk analysis, software reuse, open systems, function points, IEEE/EIA 12207, J-STD-016-1995, and software cost estimating models.

Course Title:	*Source Selection*	**Course No:**	43FN
Sponsor:	USDA	**Length:**	5

Description:	Participants will learn to: develop and tailor evaluation criteria and a scoring system to a particular source selection; use an independent government estimate in support of a source selection; develop section L, *Instructions to Offerors*, and section M, *Evaluation Factors*, for a request for proposals; review and accept the technical evaluation report; develop technical negotiation objectives (understand technical leveling, transfusion, auctioning and awarding without discussions); determine the competitive range and conduct discussions on technical, price and other terms and conditions; Request Best and Final Offers (BAFOs), identify highest ranking BAFO; recommend award to the source official or make award decision; use special source selection procedures for architect-engineer services, major systems and Federal Information Process resource acquisitions; debrief unsuccessful offerors; and understand General Accounting Office protest procedures.

Course Title:	*Speaking With Confidence*	**Course No:**	45FE
Sponsor:	USDA	**Length:**	3 days
Description:	This course is designed for those who wish to develop self-confidence and skill in public speaking. Participants will learn to: develop a natural presentation style; use techniques to open and close a speech effectively; involve the audience to sustain interest throughout the presentation; and stimulate and respond to questions appropriately.		

Course Title:	*Specification Selection and Application*	**Course No:**	PQM104
Sponsor:	DAU	**Length:**	2.5 days
Description:	This course provides an overview of the role of standardization in the Defense acquisition process. Participants will learn to: support military specification reform objectives, policies and procedures; implement the criteria for selection of the type of acquisition document; and know the tools available, including market research, for making standardization decisions. This course is designed for personnel who are involved in the setting of requirements and making standardization decisions, or who use specifications and standards, but are not actively involved in the development or management of requirements documentation.		

Course Title:	*Specifications and Standards (S60)*	**Course No:**	QA000000S60
Sponsor:	DCTED	**Length:**	4 days

Description:	This course covers DoD concepts and policies involved in the selection and use of specifications and related documents; i.e., standards, handbooks, and bulletins; non-government documents; Federal specifications and standards; guide specifications, commercial item descriptions, and data item descriptions. It incorporates the following: functional use of standardization documents in contracting, policies, techniques of quality assurance, packaging requirements in specifications, application and tailoring of specifications, standards, and related documents in contracts.

Course Title:	*Statistical Process Control (SPC)*	**Course No:**	QA000000S81
Sponsor:	DCTED	**Length:**	5 days
Description:	Statistical Process Control (SPC) is the application of statistical techniques to provide information necessary to control or improve processes. Simply stated, SPC is a method of management using numerical information. This course is designed to provide a working knowledge of the application, development, interpretation, evaluation, and techniques of SPC. Topics include: fundamentals of control charts, construction process capability analysis, and implementation of SPC.		

Course Title:	*Statistical Quality Control (SQC)*	**Course No:**	QA000000S92
Sponsor:	DCTED	**Length:**	10 days
Description:	This course is designed to provide the participant with a working knowledge of the basic statistical techniques, currently utilized in the interpretation and evaluation of process control and acceptance sampling plans. Topics include: statistical and probabilistic concepts, statistical process controls, process capability analysis, selection and evaluation of sampling plans, and procedures for sampling inspection by attributes and variables.		

Course Title:	*Statistical Sampling*	**Course No:**	QA000000S09
Sponsor:	DCTED	**Length:**	3 days
Description:	This course consists of four major sections covering items that include: types of inspection, design of an attributes sampling plan, sampling procedures, and inspection by variables. Definition of basic terms used in statistical quality control and evaluation of sampling procedures are integrated into the lesson plan as required. Appropriate uses for particular sampling plans are demonstrated in examples throughout the course. Exposure to the latest commercial sampling documents, American National Standards Institute, American Society for Quality (ANSI/ASQ) Z1.4 and Z1.9 is provided.		

Course Title:	*Strategic Human Resource Issues for IT-Focused Organizations*	**Course No:**	HRI
Sponsor:	IRMC	**Length:**	5 days

Description:	This course examines macro-human resource functions for IT-focused organizations. Specific course topic areas to be covered include: defining the IT skills and competencies necessary for the enterprise, organizational design alternatives, competitive recruitment and interviewing techniques, innovative training and career development strategies, succession planning, team building, workplace accessibility concerns, personnel retention and incentives programs, outsourcing alternatives, and downsizing and organizational climate issues.

Course Title:	*Strategic Management of Web Sites*	**Course No:**	WEB
Sponsor:	IRMC	**Length:**	5 days
Description:	This course presents approaches for making the web site a strategic asset of the DoD service organization. Although the course touches on some technical issues associated with developing and maintaining a web site (e.g., architecture, server hardware/software decisions, connectivity, and site security), its emphasis is on strategies for enriching an organization's web site by taking full advantage of the web site's capabilities to provide dynamic service to the agency's customers and staff. This course deals with the control of access to the site (Internet versus Intranet), methods for gathering and making effective uses of data on people who access the web site, as well as techniques for building a team composed of both internal and external contributors to the site.		

Course Title:	*Strategic Planning: GPRA and NPR-Based*	**Course No:**	52KN
Sponsor:	USDA	**Length:**	3 days
Description:	This course is designed for federal agency officials and planners responsible for complying with, and implementing, the Government Performance and Results Act (GPRA) and National Performance Review (NPR) initiatives. Participants will learn the theory and principles behind key GPRA tools (i.e., mission statements, strategic plans, and performance measurement); GPRA's consequences for federal management; the significance of your customers and stakeholders; practical tips for goal-setting; creating and implementing action plans; developing milestones and evaluating progress; and preparing strategic planning briefings.		

Course Title:	*Stress Management*	**Course No:**	45HJ
Sponsor:	USDA	**Length:**	2
Description:	This course is designed for those who need to develop superior stress management techniques to improve their job performance. Participants will learn: applying proven stress reduction techniques, handling conflict situations, their personal stress level, spotting and defusing signs of stress, and addressing the causes, not the symptoms of job stress.		

Course Title:	*Successful Letter Writing*	**Course No:**	45DA
Sponsor:	USDA	**Length:**	3 days
Description:	This course is intended for anyone who wants to learn how to organize and compose letters that are professional and easy to understand. Participants will learn: prewriting skills to improve letters, characteristics of well-written letters, to organize information to avoid reader confusion, to clarify the purpose of the correspondence, and to use effective sentence and paragraph structures to reinforce the message.		

Course Title:	*Supply Chain Short Course*	**Course No:**	TLI-132
Sponsor:	The Logistics Institute at Georgia Tech	**Length:**	5 days
Description:	This course focuses on effective planning and management of highly integrated product and information flows from the supplier's suppliers to the customer's customers. In this course, all of the issues of planning, designing, and operating highly effective integrated supply chains are examined.		

Course Title:	*Team Leadership Essentials*	**Course No:**	52LW
Sponsor:	USDA	**Length:**	3
Description:	This course is designed for anyone responsible for building and facilitating successful teams. Participants will learn: how to develop clear, agreed-upon goals; their role and responsibility as a team leader; appropriate leadership styles for each phase of group development; collaborative problem solving techniques and decision making processes in groups; appreciating and optimizing differences in behavioral styles; team effectiveness and leadership models; and evaluating the team's performance.		

Course Title:	*Team Skills Practicum*	**Course No:**	52MQ
Sponsor:	USDA	**Length:**	2 days
Description:	This course is designed for managers, teams and work groups who want to strengthen team spirit and build understanding and trust. This workshop provides a safe and non-threatening learning environment for teams to practice and enhance their skills. Participants will learn: team planning and organization, effective communication and feedback, building individual and collective commitment, handling and resolving conflict, participative decision making and problem solving, building mutual trust and confidence, understanding and valuing differences, and strengthening team spirit and support.		

Course Title:	*Technical Evaluation Of Proposals*	**Course No:**	43FO
Sponsor:	USDA	**Length:**	3
Description:	Participants will benefit from this course by knowing the statutes and regulations of proposals and learning the requirement and process for conducting technical evaluations including: developing a technical evaluation plan; typical technical evaluation factors; scoring and weighting; preparing instructions to offerors; the composition of the technical evaluation panel; and how to conduct discussions and debriefings. Participants will develop a technical evaluation plan, conduct a technical evaluation of proposals; and prepare a technical evaluation report.		

Course Title:	*Telephone Service Skills*	**Course No:**	45CG
Sponsor:	USDA	**Length:**	1 day
Description:	This course is intended for all employees who want to project a professional telephone image and successfully handle all types of callers. Participants will learn to: take messages, screen calls, handle interruptions, communicate the organization's image, politely manage callers, integrate customer service excellence into all phone calls, and the essentials of telephone etiquette.		

Course Title:	*The Changing Role of the Executive Secretary and Administrative Assistant*	**Course No:**	
Sponsor:	AMA	**Length:**	3 days
Description:	Participants will benefit from this course by learning how to: take a proactive approach to changes in their role and responsibilities; transform the way others react by applying personal power; deliver clear messages that minimize confusion and conflict; think "big picture"; use communication to influence others and gain expertise; actively participate in team settings; and take on new tasks confidently by learning how to take reasonable risks. Course topics include: how to plan for one's ongoing growth and development; selecting the right technologies to get the job done; developing and applying a "can do" attitude; using consensus-building strategies to build team productivity and commitment; how to develop an identity distinct from the boss's; and networking and increasing visibility.		

Course Title:	*The Information Highway*	**Course No:**	IHW
Sponsor:	IRMC	**Length:**	Varies
Description:	This course analyzes trends, issues and uses of telecommunications as a component of functional business strategies and Information Resource Management. Specific management issues include: costs, security, privacy, access and regulation. The course emphasizes the Internet and selects other telecommunications technologies for their potential applicability to the Federal Government and the DoD (e.g., low Earth orbiting satellites, cellular technology, electronic data interchange, and electronic publication. The course is only available by distance learning and is accessed over the Internet.		

Course Title:	*Time Management*	**Course No:**	45HK
Sponsor:	USDA	**Length:**	1 day
Description:	This course is intended for all employees who want to learn practical techniques for managing their time and increasing their professional and personal effectiveness. Participants will learn to: concentrate on activities that are important and rewarding to you, eliminate time wasters that create stress, manage daily tasks and activities that directly affect you, establish techniques to better plan, organize, direct and control, and to develop action plans to improve current management and leadership weaknesses.		

Course Title:	*Types Of Contracts*	**Course No:**	43FP
Sponsor:	USDA	**Length:**	3
Description:	Participants will benefit from this course by learning the information and skills needed to select the appropriate type of contract; feeling comfortable in the acquisition process, in finance, pricing, program or audit work; exploring the flexibility of various contract types available; and understanding all major contract types and the advantages and disadvantages of each. Participants will know when to use the following: firm fixed price, fixed price with escalation, fixed price with redetermination, fixed priced incentive, cost sharing, cost plus fixed fee, cost plus award fee, cost plus incentive fee, purchase orders, letter contracts, multi-year contracts, basic agreements, basic ordering agreements, and indefinite delivery contracts.		

Course Title:	*Visual Basic: Hands-On*	**Course No:**	304
Sponsor:	Learning Tree International	**Length:**	5 days

| Description: | This practical course provides the skills and knowledge required to fully exploit the features and capabilities of Visual Basic. Participants will learn how to: use Visual Basic 6 to develop Windows applications quickly and effectively; prototype event-driven Windows programs; access database information with the data control and ActiveX Data Objects; create GUI frontends for client/server applications; use automation to integrate Windows programs; and extend Visual Basic with powerful custom controls. |

Course Title:	*World-Class Warehousing and Material Handling*	Course No:	
Sponsor:	The Logistics Institute at Georgia Tech	Length:	3 days
Description:	Warehousing will continue to play a critical role in assuring high levels of customer service and overall logistics performance. The principles and systems described in this course are common denominators of world class warehousing. The course objectives are to teach students to develop a warehouse master plan to support the corporation's logistic strategy.		